



FINANCIAL TIMES

PIPER ALPHA

UK's offshore oil industry on trial

Page 10

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D 8523A

World News

Gorbachev spells out planned defence cuts

MIKHAIL GORBACHEV, Soviet leader, revealed details of his planned defence cuts for the first time, and called on the West to show more flexibility in responding to Soviet initiatives. He said spending on armaments will be cut by a fifth although no global figure has been published. The Soviet defence budget, normally referring to the total for personnel and fixed assets, such as military bases, currently admitted at just under \$21bn, will be cut by 14.2 per cent, he said.

Botha in hospital

P.W. Botha, President of South Africa since 1978, suffered a mild stroke and was admitted to a military hospital. His condition was reported to be "stable." Page 16

West Bank strike

Arabs in the occupied West Bank staged a strike to protest against mounting casualties from army gunfire and Israel's opposition to the government's handling of the Palestinian uprising. The strike was widely observed.

Prosecutor shot

A left-wing guerrilla group said it shot and seriously wounded Panayiotis Tarasoulas, a senior Athens public prosecutor, in the second attack on a top law officer in just over a week. His condition was described as serious.

Berlin Wall divide

The Berlin Wall continued to divide East and West at the Conference of Security and Co-operation in Europe, though Western delegates denied that they were waging a concerted campaign to give it priority over other human rights issues. Page 3

Afghan offensive

Soviet-backed Afghan forces killed and wounded hundreds of rebels in a counter-offensive in the northern province of Kunduz bordering the Soviet Union, the official Kabul radio said. Last ditch bid, Page 4

Union chief indicted

A Mexican judge says he has indicted Josquin Hernandez Galicia, de facto chief of the powerful Oil Workers Union and the main target of last week's crackdown on alleged union corruption.

Lebanon talks

Leaders of Lebanon's rival Christian and Muslim cabinets have agreed to co-operate with the 23-member Arab League in a bid to prevent the formal partition of Lebanon.

Sri Lanka treaty

India said it was willing to consider a proposal by Sri Lanka's new president to negotiate a friendship treaty between the two countries.

Violence in Miami

Rioters started fires and looted stores as 700 police officers tore into two black neighbourhoods, arresting hundreds in an attempt to halt two days of racial violence, which began after the shooting death of a black motorcyclist.

No go airports

Foreign airlines warned they might call a token halt in flights to Italy in protest over "continuous paralysis" at the country's strike-hit airports. A strike by Alitalia pilots and heavy fog closed all but one airport yesterday.

Business Summary

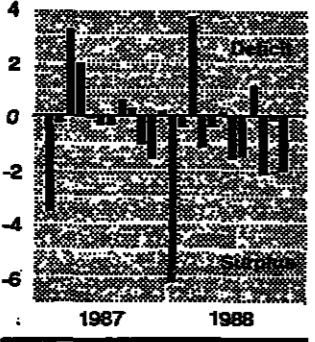
Fokker says it may bid for Short Brothers

FOKKER, Dutch aerospace manufacturer undergoing financial reconstruction, has expressed interest in buying Short Brothers, the Belfast-based aerospace group which is being privatised. Fokker must submit preliminary proposals to financial advisers by February 10. Page 18

UK Treasury

is set to make a repayment of Government debt in the 1988-89 financial year possibly in excess of £13bn (£22.8bn). Official figures

FSBR



show the Treasury achieved a public sector borrowing requirement surplus of £2.1bn in December. Page 8

MOLSON COS LTD and Australia's Elders IXL Ltd, owner of Carling O'Keefe Breweries, said they will merge their North American brew operations into an equally held partnership called Molson Breweries.

INTERNATIONAL Business Machines, world's largest computer company, said its profit in the fourth quarter rose 12.4 per cent to \$2.35bn, rounding off its best year since 1985. Page 17

FRANCE'S stock market authorities are to launch an inquiry into possible insider trading in Mobil Hennessey-Louis Vuitton (LVMH), the French champagne, cognac, and luxury goods conglomerate. Page 20

COCOA producing nations meeting in London today face a crisis which threatens the existence of their pact to stabilise prices, already around the lowest since 1978. Commodities, Page 23

EUROPEAN Commission announced details of a new bilateral trade agreement with Canada which removes much of the discrimination against imported European alcoholic drinks. Page 6

APRICOT COMPUTERS, UK maker of workstations, said it was unlikely to repeat its 1987-88 profits of £3.2m (£14.4m) because of poor third quarter results. Page 27

MR ROBERT MAXWELL, media magnate, is effective chairman of the Israeli flag-ship high-tech company, through the purchase of 27 per cent of its share capital for \$33m. Page 26

GENCO, South African mining house, has reappraised its operations due to the decline in the rand-denominated price of gold. Production and staffing levels are being reduced at three mines. Page 18

MM HOLDINGS, leading Australian mining group, overcame a heavy deficit in its coal operations to record a strong boost in profit for the half-year to December. Surging prices for copper, lead and zinc helped lift net trading profit to \$95.2m (\$52.2m) from the previous \$49.0m. Page 21, Commodities, Page 23

BERLINGUE's national bank raised its three-month treasury bill rate, the country's key interest rate, to 7.6 from 7.5 per cent. It left its one and two-month rates unchanged at 7.4 per cent each. German rates fell, Page 2

Dollar rises despite wider US deficit, bank intervention

By Peter Norman in London, Janet Bush in New York and Anthony Harris in Washington

THE DOLLAR advanced strongly on foreign exchange markets yesterday, shrugging off a higher-than-expected US trade deficit in November and concerted central bank intervention to stem its rise. The stronger dollar pulled London equities decisively higher under the lead of export related shares. The FT-SE 100 closed up 24.4 at 1892.1, its highest closing level since the world stock market crash of October 1987. The FT Ordinary share index advanced by 18.7 points to close at 1,540.

The rising dollar also boosted US government bonds and equities. Treasury bond prices jumped 1/4 point, pushing the yield on the Treasury's benchmark long bond down to 8.85 per cent, its lowest since the beginning of November. The Dow Jones Industrial Average closed up 24.11 at 2,233.76 around its highest level since the stock market crash.

While the dollar's strength encouraged equity investors in London and New York, it poses a major challenge to economic policy makers worldwide. Although it was uncertain whether today's meeting of the Bundesbank's policy making central council will decide to

tighten West German monetary policy, the latest dollar gains will have strengthened the arguments of those senior Bundesbank officials who have been arguing for an increase in the West German discount rate from its 3.5 per cent level. The strength of the dollar is also likely to push currency issues high up the agenda of the proposed meeting of Finance Ministers and central bank governors of the Group of Seven.

The G7 meeting, now likely to take place in Washington around February 2 and 3, was intended as a low key event to enable the US's major trading partners to get to know the Bush Administration and start the annual process of mutual surveillance of the G7 countries' economic policies. Yesterday's dramatic developments on the foreign exchange market began with the announcement that the US trade deficit widened sharply in November to \$12.5bn, compared with \$10.5bn in October. The figure was much worse than the consensus forecast of a \$11.1bn deficit, but after prompting an initial decline in the dollar's value the markets shrugged it off.

Subsequent intervention by the Bundesbank, the US Federal Reserve, the Canadian central bank, the Bank of Italy, the Bank of France, the Bank of Spain and the Bank of

England failed to halt the dollar's rise. The dollar closed in London at DM1,895 and ¥138.45 (DM1,850 and ¥127.70) and withstood waves of intervention in New York to reach highs of ¥128.75 and DM1,870 in late trading. In London, sterling fell to \$1.7850 at the close (\$1.7890) but advanced against the dollar to DM3.23 from DM3.2725 in spite of Bank of England sales of pounds and dollars.

Although the central bank intervention was widespread, European monetary officials said it was relatively modest. They estimated that the central bank dollar sales were in the "low hundred millions". The dollar started rebounding from lows immediately after the trade announcement when Mr Beryl Sprinkel, outgoing Chief White House Economist, reiterated his view that intervention without policy adjustments was ineffective.

New York currency analysts attributed the dollar's rise primarily to heightened expectations that the US Federal Reserve would raise US interest rates again to dampen down domestic demand and therefore reduce imports. Japanese trade figures, Page 4; US trade figures, Page 6; Lex, Page 18; World markets, Section II



Chancellor Kohl hears evidence of the Libyan connection yesterday

Bonn had evidence of link with Libya plant

By David Goodhart in Bonn

WEST GERMAN intelligence services suspected as early as August 1987 that the Babla plant in Libya might be capable of producing chemical weapons. Mr Wolfgang Schäuble, the head of the Chancellor's Office, admitted yesterday.

Mr Schäuble was speaking during a major parliamentary debate. He also made the clearest acknowledgement so far that the West German Government had for many months possessed evidence about the role of German companies in supplying the plant. The admission drew opposition charges that the Government had responded far too slowly.

Mr Schäuble's remarks contrasted with Bonn's initial scepticism about Libya's chemical weapons potential. In the last few days there have been conflicting statements from different parts of the Government machine. He made it clear that the Government was first made aware by the US of West German companies' involvement with the plant in May 1988. Earlier official statements from Bonn suggested that the US evidence was presented last October.

The Government, he said, had responded swiftly to US accusations in June 1988 that the Munich-based firm, Intec, had helped Libya transform transport planes into bombers. Export control inspectors apparently found no evidence with which to charge the company at that time, but earlier this week the state prosecutor in Munich said he was opening an investigation. Page 3

Continued on Page 16

First Japanese bank enters equity market

By David Lascelles, Banking Editor, in London

THE Industrial Bank of Japan yesterday achieved a regulatory breakthrough by becoming, through a UK-registered subsidiary, the first Japanese bank to enter the equities markets.

The move marks a softening of the Japanese regulation which separates banking and securities. It could pave the way for greater participation by Japanese banks in the world's stock markets.

IBJ obtained a membership of the London Stock Exchange for its local offshoot, IBJ International, a UK-registered bank which handles IBJ's activities in the international capital markets. The bank is also joining Seaq International, the automated stock price quotation system, and will initially make markets in 10 leading Japanese stocks.

Section 65 of the Japanese securities law bars banks from securities activity, but it does not extend to their overseas business. This means that Japanese banks can deal in securities internationally, although they have up to now confined their activity abroad to the debt and equity warrant markets, under the guidance of the Ministry of Finance.

Observers of the Japanese regulatory scene said yesterday that IBJ would not have applied for Stock Exchange membership without the Ministry's consent. The fact that this consent was apparently given was seen as a sign that the Japanese authorities foresee

the day when banks will be allowed to deal in equities on their home market, possibly in parallel with similar regulatory reform in the US.

It also follows the granting of permission by the Ministry to securities houses such as Nomura to engage in banking abroad.

IBJ, Japan's largest bank by market capitalisation, has been one of the most aggressive in the international capital markets. Last year it was the ninth largest manager of Eurobond issues worldwide, and first among the Japanese banks.

Mr Akira Horinouchi, associate director in charge of IBJ's new six-person equities desk, said that the membership of the London exchange reflected a strategic decision to place more emphasis on equities.

Although some European and US houses are cutting their equity business because of low volumes, he said: "I think there is still potential for us to make a profit" because of the buoyancy of the Tokyo stock market.

IBJ has agreed with the London exchange to start the business in a small way. However, Mr Horinouchi said it would expand its size and scope as and when market conditions were favourable.

It is thought likely that other Japanese banks will be watching IBJ's move closely and will soon follow suit. Japan accounts for seven of the world's 10 biggest banks in terms of assets.

AT&T refuses to support takeover bid for GEC

By Terry Dodsworth, Industrial Editor, and Hugo Dixon in London

PLANS to mount a hostile takeover to break-up the General Electric Company, Britain's largest electrical and electronics group, ran into further problems yesterday when American Telephone and Telegraph refused to give firm backing for the venture.

AT&T is one of several companies that have had talks with the break-up project in London. The American group was brought into the discussions, organised by the Lazard merchant bank, as a potential purchaser of the telecommunications business owned jointly by GEC and Plessey, its

UK partner. After a morning Board meeting in New York yesterday, however, an AT&T spokesman refused to comment on the company's intentions. It was not company policy to comment until it was ready to make a firm announcement, he said.

The failure of AT&T to back the Lazard proposals at this point will add to mounting scepticism in London and among institutional investors about the practicality of making a hostile bid for GEC. Lazard's initial plan was to organise a bidding which

included STC, the UK telecommunications group, to take on the operations owned by Plessey and GEC. Plessey, which was itself the target of a takeover proposal from GEC and Siemens of West Germany, would have taken on GEC's defence activities.

STC, however, has gone cool on the plan, leaving the way open for the talks with AT&T, the world's largest telecommunications manufacturer, which is anxious to expand in the European market. AT&T had discussions on the issue last week, but has clearly not made

Polish party vote opens way for legalisation of Solidarity

By Christopher Bobinski in Warsaw

POLAND'S Communist Party Central Committee has backed the round-table talks which would also map out a common platform for elections due later this year and the terms on which new political groupings would be brought into Parliament.

As the committee went into close session on Tuesday evening to debate the statement, Gen Jaruzelski, Gen Czeslaw Kiszczak, the Interior Minister, Gen Florian Siwicki, Defence Minister, and Mr Marian Orazowski, in charge of ideology, all offered to resign and led the entire party leadership out of the room.

Mr Henryk Jablonski, a party veteran, was left holding the chair and he conducted the confidence vote on a show of hands which gave the General and his team overwhelming support with a mere four abstentions. The vote came after a two-day debate, which

revealed little enthusiasm and much opposition to the leadership's attempt to reach an accommodation with Solidarity and a growing feeling that the time was approaching for a change at the top of the party.

However, for the time being, Gen Jaruzelski's position remains secure because no clear challenger has appeared - although the General faces a major test in the spring at a national party delegates conference, where discontent could re-emerge with renewed force.

Meanwhile, Solidarity, which yesterday was not commenting on developments, will find it hard to accept the conditions the party is setting for its legalisation, which includes a commitment to respect the party's leading role, shunning clandestine financial support from the West, and supporting economic reform programmes.

MARKETS section containing Hong Kong Hang Seng Index, Interest Rates, and Stock Indices for various countries like New York, London, and Frankfurt.

CONTENTS section listing various news items such as 'Red Vienna's child celebrates a troubled centenary', 'Brussels: The faceless men who will shape the future of Europe', and 'Moscow: Soviet military commanders press case for troop cuts'.

MORGAN GRENFELL advertisement for EUROPEAN GROWTH UP 36.3% SINCE LAUNCH. Includes contact information for Morgan Grenfell Unit Trust Managers Limited, 46 New Broad Street, London EC2M 1JT.

EUROPEAN NEWS

W German interest rate rise feared as \$ firms

By Andrew Fisher in Frankfurt

THE DOLLAR strength against the D-Mark yesterday continued to feed speculation about a possible rise in West Germany's 3.5 per cent discount rate...

an economist with Credit Suisse in Boston in London. "The discount rate is vulnerable, but it is still highly debatable whether a rise now would be to the best effect."

Bundesbank switched to a variable from a fixed rate method. The continued strength of the dollar has put pressure on the Bundesbank to consider action to reverse the D-Mark's fall.

Post office in neo-Nazi dispute

By Heig Simonian

THE WEST GERMAN federal post office has become embroiled in an unwelcome burst of publicity involving the Deutsche Volkunion, a tiny but highly vocal extreme right-wing political group.

right-wing Deutsche National-Zeitung, the Deutsche Volkunion has some 12,000 members. The post office has advised those who do not want to receive the letters simply to put them back in the post.

Mr Lohr's troubles come at a difficult time for SEL, which was bought by France's Compagnie Generale d'Electricite, Alcatel's main shareholder, from IFF in 1986.

SEL chief held on suspicion of fraud

By Heig Simonian in Frankfurt

MR HELMUT LOHR, the chief executive of Standard Elektrik Lorenz (SEL), the West German electrical engineering group which is now majority-owned by Alcatel, was yesterday arrested in Stuttgart for suspected fraud and tax evasion.

The news came only the day after SEL announced that Mr Lohr, who is the UK's honorary consul general in the state of Baden-Wuerttemberg, would become Alcatel's senior vice president for corporate development at the beginning of March.

Ryzhkov tells Armenian and Azeri parties to end rivalry

By Quentin Peel in Moscow

MR NIKOLAI RYZHKOV, the Soviet prime minister, has warned the Communist Parties of Armenia and Azerbaijan that they must bury their ethnic rivalry, following drastic purges in the ranks of both organisations.

According to unconfirmed reports last night, leaders of the Karabakh committee arrested over the past month have been transferred from Yerevan to Moscow.

make them any less responsible for "a radical change in the situation." His denunciation of the Karabakh committee are the strongest words against the nationalist movement by a top Soviet leader, and confirm the tough crackdown now in force.

European parliament forges links with Turkey

By David Buchan in Strasbourg

AN EIGHT YEAR freeze in relations between the European Parliament and the Turkish national assembly has ended this week in a joint meeting between deputies of both institutions.

Mr Ali Buzar, Turkey's minister for European Community affairs, said that Turkey hoped to start negotiating entry into the EC before 1992, the date set for completion of the Community's internal market.

French social security predicts deficit fall

By George Graham in Paris

FRANCE'S main social security office recorded a deficit of FF10,260bn (\$1,630bn) last year but forecasts for this year's shortfall have been scaled back drastically to FF77bn, less than a quarter of the deficit of FF32,7bn predicted as recently as July.

for over two thirds of the total social security spending, paid out FF778bn in 1988 and is forecast to pay FF578bn this year. Total social security spending is expected to rise to FF1,242bn this year from FF1,156bn in 1988.

(most social security contributions cover only salaries) and to rise by percentage point the contribution for old age pensions. Retirement is one of the weakest points of the system, with payments, up 8 per cent last year, rising much faster than income.

France's transatlantic islanders fight for their cod

By George Graham in Paris

AFTER RESTORING calm in its Pacific territory of New Caledonia, France now faces unrest in another of its far-flung territories, St Pierre et Miquelon.

Tuesday night to take naval action against the "Grande Herminette", a factory trawler from St Malo in Brittany if the French Government did not force it to leave the disputed fishing zone.

Mr Michel Rocard, the Prime Minister, has invited Mr Pen and other local officials to Paris for a final round of talks, but they do not want the St Malo boat to carry on fishing while negotiations are prolonged.

All the same, the St Pierreais are not about to sever their 450-year links with France to hitus ans. "There is no question of turning Canadian. We are French here. And it is Canada's policy of fishing restrictions which has forced us to turn against St Malo," says Mr Pen.



Rocard: invitation

Poll boosts Greek opposition

By Andriana Ierodisconou in Athens

A MAJORITY of Greeks believe that the greatest problem their country faces is an economic one, and that the national economy can be managed more effectively by the Conservative opposition New Democracy party than the ruling Panhellenic Socialist Movement (PASOK), according to a poll conducted in the Athens and Piraeus areas.

in which the Conservatives are expected to mount a strong challenge to the Socialists. The economy is a key factor in determining voter preference. According to the poll, published in the left-wing Athens daily newspaper Eleftherotyria, some 51 per cent of those questioned thought the economy was Greece's main problem. By comparison, social problems such as pollution or the quality of health services polled under 2 per cent.

against 24 per cent for the Socialists. New Democracy is an advocate of the free market and private enterprise, while the Socialists favour giving the public sector the leading role in economic development.

The faceless men shaping Europe's destiny

David Buchan takes a glimpse behind the scenes at the Brussels bureaucracy

THE new European Commission taking office this month may be more powerful than any of its predecessors in shaping the destiny of 320m Europeans, but it remains far more faceless than most national civil services.

unique among the world's bureaucracies is its treaty-appointed role of proposer of new legislation. EC governments either collectively in their twice-yearly summits or individually when they hold the rotating presidency of the EC Council of Ministers, can, and do, suggest new initiatives (and, of course, retain their right of final approval or veto). And the Commission usually takes the hint and comes up with the requisite proposal.

What makes the Commission unique among the world's bureaucracies is its role as proposer of legislation. They comprise the 22 directors-general, plus Mr David Williamson, the British secretary general of the Commission.

with one post that is not attached to any particular nationality. A less exacting formula governs the 22 deputy directors-general (ranked A-1 in a personal capacity), and 115 directors (graded A-2).

The advent of Mr Filippo Maria Pandolfi as Commissioner for telecommunications and research will not, it seems, mean the ousting of his co-national, Mr Paola Fassella, as director-general for scientific R & D.

Who's who in Brussels

- Director General: Frans Andriessen, Abel Matos. Director General: Horst Krenzler. Policy: External relations & trade negotiations. Director General: Hanning Christoffersen, Jacques Delors. Director General: Antonio Costa. Policy: Macro-economic/monetary affairs.

Chefs de cabinet add national flavour in heat of EC kitchen

By Tim Dickson in Brussels

A WELL-CONNECTED Brussels lawyer observed just before Christmas: "I can think of several corporate clients who would pay a lot of money just for the 17 names and their telephone numbers."

Community. They consist of a small team, typically made up of six men and women hand picked by their Commissioner, and hence loyal to him. Their job is to provide a bridge with the civil servants of the Community (the "services", or the DGs) and to tie up in their own regular discussions many of the decisions which are formally taken at the better publicised weekly meetings of the full Commission.

Contact with or access to the members of a cabinet team is considered essential by those whose business it is to influence the stream of legislation (directives and regulations) which is proposed or decided almost daily by the Brussels executive.

are recruited from inside the Commission (and thus can call immediately on their inside knowledge of the system) many are brought in from outside, typically from national bureaucracies to which they will one day return.

repurpose proposals in a form which they know will be more palatable to member states when they reach the final negotiating stage in the Council of Ministers.

Items on the agenda of the last Commission's last marathon meeting just before Christmas - including a highly sensitive proposal to reduce the level of nitrates in water - had effectively been agreed in advance.

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EUROPEAN NEWS

Business leaders 'want European monetary union'

By David Buchan in Strasbourg. A GROUP of leading European industrialists yesterday claimed gathering business support for European monetary union, including a single central bank running a single currency.

US hint on French and UK N-arms

By David White, Defence Correspondent. A STRONG hint that UK and French nuclear forces might be brought into the next stage of strategic arms cuts was made yesterday by General William Burns, head of the US Arms Control and Disarmament Agency.

Soviet top brass press case for troop cuts

By Quentin Peel in Moscow. TOP SOVIET military commanders have embarked on a concerted public relations effort to persuade their officers and men of the necessity for the unilateral arms and troops cuts announced last month by Mr Mikhail Gorbachev.

general public of the good sense of the unilateral gesture announced by the Soviet leader to the United Nations. At the same time, top political officers, led by General Dmitri Yazov, the Minister of Defence, have redoubled their campaign for "perestroika" within the military.

remaining forces will be sufficient to carry out defensive tasks, to guard our borders and respond to aggression if the need arises," he told Krasnaya Zvezda.

1960s, when many officers were dismissed only months before they were eligible for pensions. As for military strategy, they have argued both for smaller, more professional armed forces, and the continuing nuclear capacity of the Soviet Union, capable of inflicting an "unacceptable" level of damage on Nato forces, or any aggressor.

Genscher firm line on human rights

By Robert Mauthner and Judy Dempsey in Vienna. THE West German Foreign Minister, Mr Hans Dietrich Genscher, who has taken a close personal interest in the success of the Conference on Security and Co-operation, yesterday warned the Czechoslovak and East German authorities not to repeat their actions against peaceful demonstrators.

Germans found nothing suspicious in exports to Libya

By David Goodhart in Bonn. THE West German customs and export control authorities would have found nothing suspicious about the plant construction equipment, or most of the chemicals, that flowed from Germany to the Rabta complex in Libya between 1985 and 1988.

Germans found nothing suspicious in exports to Libya

between the two countries. Products requiring licences would have had them granted without a second thought. Trade between the two countries has been falling in the past five years because of Libyan payment problems, and German companies have not noticeably benefited from the US trade embargo since 1986.

and biggest exporters to Libya after Italy. But Libya is one of the few countries to have a trade surplus with Germany. That surplus - the result of Libya's oil - was nearly Dm 4.5bn (€1.4bn) in 1988 when Germany imported goods (mainly oil) worth Dm 7.2bn and exported goods worth only Dm 2.8bn.

view of the Government's admission that it was warned by its own intelligence service in August 1987 that Rabta might have a poison gas capability.

US officials now say Germany and other European countries are fully co-operating with attempts to prevent the plant going into production, but Bonn officials admit Libya may already have received most of the German exports it requires.

Romania tells critics to mind their own business

By Judy Dempsey. ROMANIA yesterday said it had no intention of implementing a new package of human rights accords agreed at the Vienna CSCE meeting if the provisions did not comply with its constitution and laws.



East-West war of words over the Berlin Wall

By Robert Mauthner. THE BERLIN WALL yesterday continued to divide East and West at the Conference of Security and Co-operation in Europe here, though Western delegates denied that they were waging a concerted campaign to give it priority over other human rights issues.

no government would tolerate law-breakers. Charter 77, the Czechoslovak human rights movement, sent an open letter to the Vienna meeting protesting about the use of gas by police, and questioning their Government's commitment to the Vienna accord.

more than 5,000 people - many chanting "Gorbachev" - demonstrated in central Prague yesterday but for the first time in four days of protests police did not intervene, Reuters reports.

in a direct reversal of violent tactics against demonstrators in the city's Wenceslas Square, witnesses said police made no move to disperse the crowd after Czechoslovakia came under heavy criticism at the conference in Vienna.

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EUROPEAN NEWS

Red Vienna's child celebrates a troubled centenary

Austria's Chancellor Vranitzky faces hurdles that evoke memories of the 1930s, writes Judy Dempsey

WHAT SHOULD have been months of festivals and gaiety to celebrate the 100th anniversary...

Like other socialist parties in Western Europe, Austrian Socialists are torn between maintaining a strong and paternalist state and modernising the party...



Alois Mock (left), vice-chancellor, has proved to be a difficult partner for Franz Vranitzky



As if that was not bad enough for Mr Vranitzky, who has to keep the left-wing in the party in check...

At the same time, Mr Mock remains an ardent supporter and defender of Mr Kurt Waldheim, the controversial Austrian President...

But if 1988 was a difficult one for the Chancellor, because of pending elections, 1989 shows few signs of giving Mr Vranitzky time to pull together...

when three important provincial elections will take place. The main Austrians are watching Mr Jörg Haider, the 38-year-old leader of the right-wing Freedom Party...

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UK ECONOMIC INDICATORS

Table with columns: Year, Ind. prod., Imp. output, Exp. output, Retail vol., Retail value, Unemployed, Vacancies. Rows for 1987 and 1988 by quarter and month.

Table with columns: Consumer goods, Invest. goods, Imp. goods, Exp. output, Retail vol., Retail value, Unemployed, Vacancies. Rows for 1987 and 1988 by quarter and month.

Table with columns: Export volume, Import volume, Visible balance, Current balance, Oil balance, Terms trade, Reserve US\$bn. Rows for 1987 and 1988 by quarter and month.

Table with columns: M0, M1, M2, Bank lending, BS, Consumer credit, Base rate. Rows for 1987 and 1988 by quarter and month.

Table with columns: Earn. mfg, Basic mfg, Wholesale mfg, RPI, Foods, Rest of mfg, Starting. Rows for 1987 and 1988 by quarter and month.

WORLD TEXTILES

The Financial Times proposes to publish this survey on:

Wednesday, 22nd March, 1989

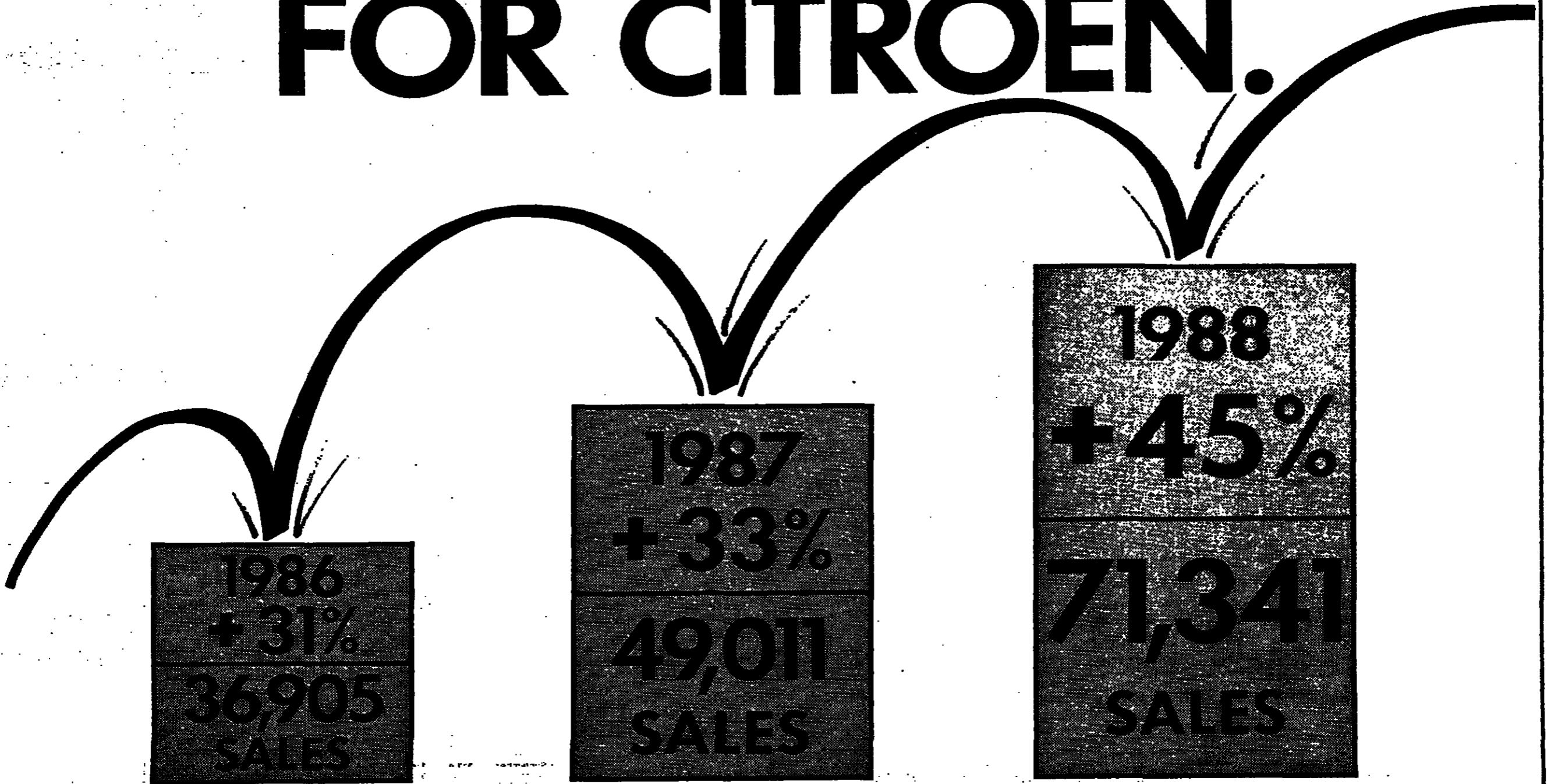
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Had you forgotten that last year was a leap year!

Well at Citroën we made excellent use of the 366 days in 1988. By using every day to our benefit we built on our previous record achievements. Through strong marketing and a dynamic sales programme with excellent products and total commitment we pushed our sales to over a staggering 71,000 vehicles.

Sales were up over a massive 45% on 1987, in itself a record year, surpassing our three previous consecutive years of record sales achievements since 1984. This gave Citroën over 3% market share for the first time.

With the AX Supermini achieving sales of over 22,000 and over 1% of market, a tremendous feat in its first full year, and the Citroën

BX remaining our number one seller with sales of over 36,000 in 1988, it's little wonder that Citroën are again Britain's fastest growing major car manufacturer.

In addition to new model launches in the AX and BX ranges, 1989 will also see the launch of a prestigious top of the range model the Citroën XM, that will broaden Citroën's appeal.

Yet a further demonstration of Citroën's long term commitment to growth and success in the future.

If you find this information surprising then perhaps you have not been keeping an eye on Britain's fastest growing car marque. To find out more of what's behind Citroën's success ring 0800 282671. We'll leap at the opportunity to tell you more.

CITROËN



OVERSEAS NEWS

Japan registers record \$9.6bn trade surplus

By Patti Waldmeir and Ian Rodger in Tokyo

JAPANESE government officials tried gamely yesterday to claim that the country's bloated trade surpluses were still declining despite the publication of a record \$9.6bn (25.4bn) surplus in dollar terms for December.

Exports of machinery rose 11.3 per cent to \$16.4bn. Exports of electric machinery were up 16.5 per cent to 76bn while exports of transport machinery gained 4.4 per cent to \$6.2bn.

On a forecast trade surplus of \$88bn for the fiscal year ending in March, 1990 on a balance of payments basis compared with a revised estimate of \$88bn for the current fiscal year.

Private sector economists agree to some extent. "The problem is not that domestic demand has failed to respond, import growth of 25 per cent is hard to criticise."

Japan's trade with South Africa declined slightly in dollar terms last year compared with 1987, falling to second place behind West Germany, a Foreign Ministry official said yesterday.

Iraq has developed biological weapons, says Israeli official

ISRAELI claims it has information that Iraq has developed biological weapons but does not yet have a means to use them on the battlefield, an Israeli official said yesterday.

The official, who asked not to be identified, told Reuters: "We know they have developed a military biological capacity. They have completed the research and development phase for this type of warfare."

The report about threats against Iraq, he said, "But if the information about biological warfare development is true, then it only provides further proof of the lack of responsibility of the Iraqi government."

Chinese economy grows 11.2%

By Collins MacDougall

CHINA'S economy grew rapidly last year, with GNP up 11.2 per cent from 1987 to Yuan 1,360bn (230.6bn), according to Yuan Mu, spokesman for China's ruling State Council.

Yuan Mu made no reference to the failure of grain farming in 1988, a disaster which will not mean immediate starvation as officials say stocks are high, but has serious implications for the future if China cannot resume the growth it achieved in the early 1980s.

Output of TV sets, cameras, tape recorders and the like all grew by more than 20 per cent, and in some cases as much as 86 per cent.

Chinese entrepreneurs resort to cattle-prods

By Collins MacDougall

CHINA'S new breed of entrepreneurial managers in the south-western city of Chongqing are so worried about their personal safety that they have started to arm themselves with electric cattle-prods to fight off "lawless desperadoes", the China News Service, a semi-official Peking organisation, has reported.

rial staff could hardly avoid offending some people, and this can sometimes result in "outrageous retaliation". He quoted a recent case in the north-eastern city of Shenyang where a businessman was murdered by staff.

India agrees to consider Sri Lanka plan

INDIA said yesterday it was willing to consider a proposal by Sri Lanka's new President to negotiate a friendship treaty between the two countries, Reuters reports from Colombo.

India's budget deficit forecast to reach Rs80bn

By David Housego in New Delhi

INDIA'S budget deficit for the current financial year is expected to go significantly beyond initial forecasts, reflecting the continuing deterioration in the country's public finances.

trend seems higher this year both for budgetary reasons and to cater for price increases postponed 12 months ago when inflation was higher.

Malaysian PM goes into hospital

By Wong Sulong in Kuala Lumpur

DR Mahathir Mohamed, the Malaysian Prime Minister, was admitted to hospital early yesterday after complaining about "chest pains".

Afghan rebels in last-ditch bid for accord

By Christina Lamb in Islamabad

THE LEADERS of the seven Pakistan-based Afghan resistance parties are holding last ditch meetings to overcome their differences and agree upon convening a shura (assembly) on February 1 to select an interim government.

Each party has prepared a list of 60 names which are expected to include "good Muslims" from the Kabul regime who are not members of the ruling Soviet-backed People's Democratic Party (PDP).

During the second round of peace talks between the Soviet Union and Mujahideen leaders in Islamabad on January 7, Mr Yuli Vorontsov, the chief Soviet negotiator described the shura as a positive proposal.

The Pakistani Foreign Office said the dialogue between Moscow and the Mujahideen was "not entirely deadlocked" and added that Pakistan expected Moscow to respond positively to the inclusion of good Muslims from the regime in the shura.

NZ economic cheer

THE New Zealand Government had its second year economic boom in two days with the news that the balance of payments deficit has been cut to the lowest level for seven years.

Growth of Ghanaian economy exceeds 6%

By William Keeling in Accra

THE growth rate of the Ghanaian economy exceeded 6 per cent in real terms in 1988, marking the fifth successive year of expansion under a structural adjustment programme backed by the International Monetary Fund (IMF) and the World Bank.

Dr Botchway stressed the government's continuing commitment to the adjustment programme launched in 1983. It has included a series of devaluations of the Ghanaian cedi, cuts in government spending, increased agricultural producer prices, and a privatisation programme.

Sick Philippine economy taken off the critical list

Confidence is returning, but Manila is still dependent on transfusions of cash, says Richard Gourlay

AFTER 18 months of political stability the Philippine economy, for years the invalid of Asia, is looking distinctly chery. International doctors remain huddled around the patient's bed overseeing essential transfusions of cash.

threat to continued growth: the country's \$28.9bn international debt. Although debt servicing is falling as a percentage of GNP, it still drains 37 per cent of the country's foreign exchange receipts and 45 per cent of the national budget.

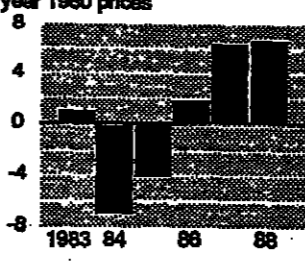
With an IMF agreement in place, exports are likely to increase, but so are imports. The two largest export categories, electronics and garments, both increased 23 per cent in the first ten months of 1988 with some signs that the local value added content is rising.

Whether the lively private sector can overcome shortcomings of the public sector and sustain a third year of growth depends mostly on factors beyond Filipino control. Any of the following could upset the momentum: falls in copper and coconut product prices, higher oil prices, a shock to the US economy (which takes 26 per cent of Filipino exports and more than 60 per cent of its garments), or lower dollar remittances from Filipinos overseas - who remain the country's largest net foreign exchange earners.

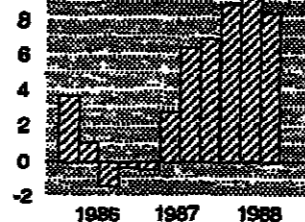
Ultimately, if the patient is to leave what is a precarious convalescence, the cure is unlikely to be custom built for the Philippines. A more likely remedy would be a general debt relief scheme sponsored by the US.



Philippines GNP % change over previous year 1980 prices



Consumer prices % change over previous year



Slower growth forecast for Zimbabwe economy

By Tony Hawkins in Harare

ZIMBABWE'S leading banking group, Standard Chartered, today forecasts continued but slower growth in the Zimbabwe economy this year.

poor rains so far this year are likely to halve the agricultural growth rate. Since the review was written, the situation has deteriorated further, suggesting there will be little agricultural expansion in 1989.

Travelling by air on business?

Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from BRUSSELS with Lufthansa, TWA, Sabena, Pan-Am, British Airways, Finnair.

YOU CAN SEE WHY OUR PROFITS ARE UP. YOU JUST HAVE TO READ OUR STATEMENT.

For the full picture, read both. Read our annual statement of profits, and our perennial statement of principles.

First, the results for the twelve months to October 31st 1988, as announced by First National's Chairman, Richard Langdon.

"We are pleased to report very satisfactory progress making 1988 another record year.

"Profits before tax at £68.7 million are up by 29% compared with the previous year.

"The current results include a proportionately higher provision for taxation than last year due to a lesser effect of currently available tax losses against increased profits.

"Earnings per share at 35.2p are up by 14% compared with the previous year, after allowing for the increased effect of the tax charge this year.

"Having regard to the Company's consistent profit growth over a number of years and its substantial shareholders' funds, we consider that it would now be appropriate to allocate a higher proportion of available profits in dividends to shareholders, whilst maintaining

adequate cover. We are therefore recommending a final dividend net of tax credit of 8.0p per share making a total of 11.5p per share for the year.

"This is 31% higher than the total for last year.

"Earning assets at the year end

Our "First Principles" embody the answer. A précis of what analysts mean by the abstract phrase "strong management", they represent qualities which will increasingly be valued as less experienced competitors seek to enter the consumer credit market.

This is currently our largest business, and its health relies on the way in which our central principle "be rigorous in credit vetting" is put into practice.

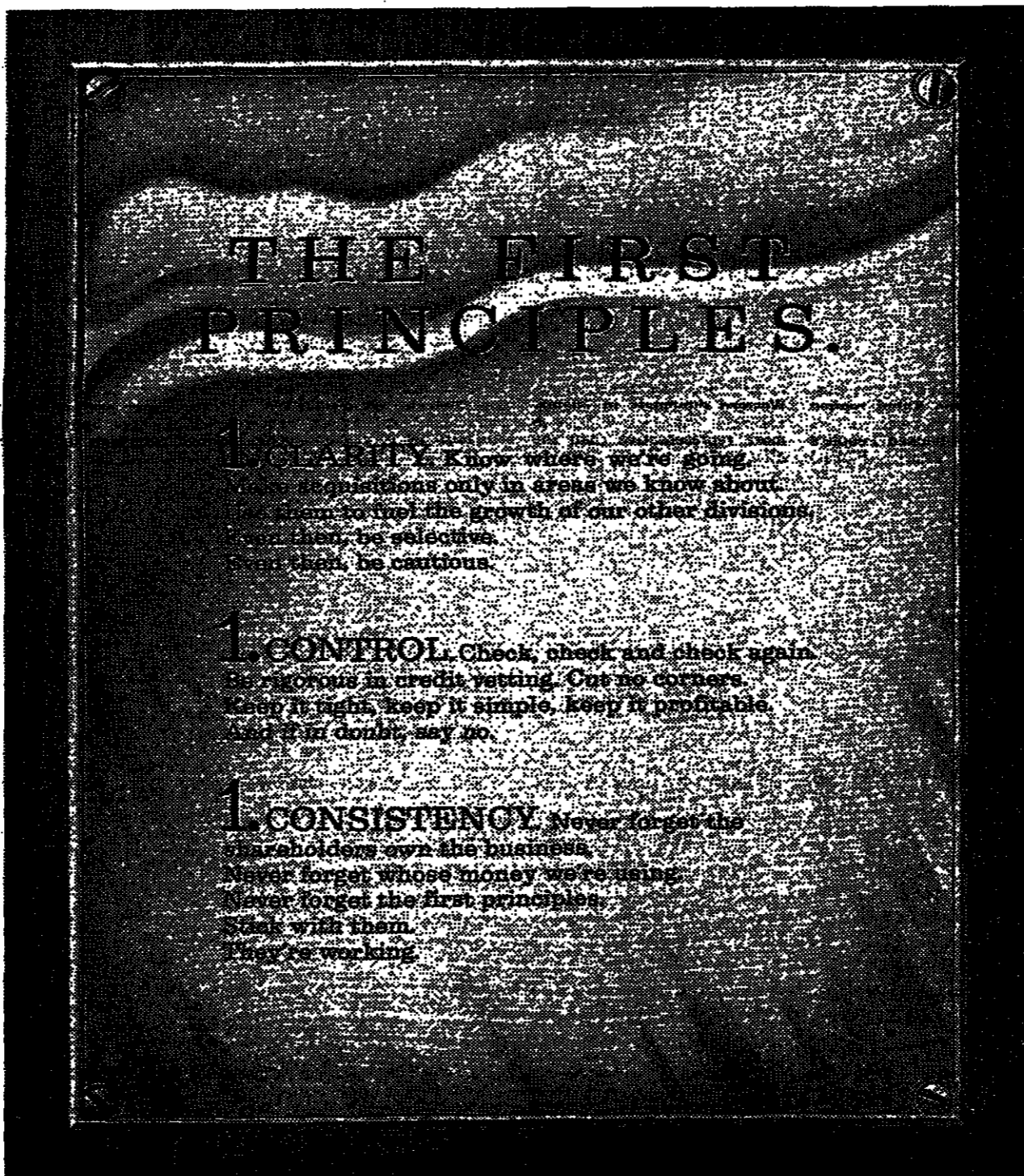
We have more than 300,000 borrowers, all of whom are home owners. In assessing the prospective customer's ability to repay the loan, we spend three times the industry average. As a result we have an enviably low bad debt record.

But not all our business is in consumer credit. Over a third of our profits come from commercial lending and property development.

In addition variable-rate lending protects First National from rises in interest rates.

It is our growing strength which has permitted us to increase the dividend, allowing our shareholders to enjoy more of the success they have helped to build.

That, too, seems a worthwhile principle.



total over £1,300 million compared with £1,000 million at the end of last year and we expect further prudent growth in 1989?

This 29% rise is the fifth large increase in a row. In a supposedly unpredictable world, what accounts for such predictability? Is it luck, or is it judgement?



AMERICAN NEWS

Central America 'is US policy priority'

By Peter Riddell in Washington

CENTRAL AMERICA is the most urgent foreign policy problem facing the incoming Bush Administration...

He argued that such voluntary debt reductions needed to be considered carefully in the light of the country's continuing need for capital...

Mr Ararat's visa. A number of Republican senators expressed concern about possible violations of the 1983 Intermediate Nuclear Forces treaty...

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Baker: unaffiliated

US industry's surge in investment sucks in imports

Anthony Harris on the bad trade figures

THE MARKET forecasters were partly right, but largely for the wrong reasons. US imports did indeed rise sharply in November...

Colombian warning over rescheduling

By Norma Cohen

COLOMBIA has indicated to its commercial creditor banks that it might be forced into a debt rescheduling if it does not receive the full \$1.7bn sought in a refinancing loan package...

Colombia had to stick to rigorous International Monetary Fund monitoring as part of the 1985 Jumbo terms...

Bogota chafes under debt burden

Prompt repayment is becoming unpopular, says Sarita Kendall

STEADY economic growth and annual inflation rates under 30 per cent are exceptional in Latin America...

Colombia had to stick to rigorous International Monetary Fund monitoring as part of the 1985 Jumbo terms...

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Table with 7 columns: Year (1982-1988), Inflation (%), GDP (%), Debt (\$bn), Debt service, Debt/expts (%), Interest/expts (%).

COLOMBIA - THE BURDEN OF DEBT

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Brazil misses debt payment

The move caused concern among foreign bankers...

BRAZIL failed yesterday to make a \$400m interest payment on its debt to commercial banks...

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WORLD TRADE NEWS

Ice cream row jolts Canada free trade pact

By David Owen in Toronto

A MINOR TRADE complaint initiated recently by a UK-controlled food company could have serious ramifications for Canada's agricultural marketing board system...

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US steel expects rise in output

By Nancy Dunne in Washington

THE US STEEL industry is expecting a small increase in output in 1989, after seven years of steep production declines...

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Dunkel wins backing for bid to end Gatt impasse

By William Dullforce in Geneva

MR Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade, yesterday won crucial backing in his efforts to resolve the impasse in trade talks...

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Britain places big US coal order

By Gerard McCloskey

BRITAIN'S Central Electricity Generating Board (CEGB) has ordered \$100 million worth of coal to be despatched in the next financial year...

Bush faces Monsanto sale poser

By Louise Kehoe in San Francisco

NATIONAL security implications of the proposed sale of Monsanto's silicon wafer business to Huel's of West Germany will be among the first issues facing President-elect Bush...

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Italians gain Iran steel plant order

BELLELI, an Italian plant engineering concern in which the state-owned Ansaldo group is a minority shareholder, has won a \$1,000m (\$423m) contract from Iran to build a steel plant...

EC deal on alcoholic drinks

THE EUROPEAN Commission yesterday announced details of a new bilateral trade agreement with Canada which removes much of the discriminatory protection against imported European alcoholic drinks...

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Swiss export risk deficit

THE SWISS EXPORT Risk Guarantee Programme (ERG) recorded a deficit of some \$245m in 1988, according to provisional figures...

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WE SIMPLY FOLLOWED THE FIRST PRINCIPLES.



1984. GROUP BEFORE TAX PROFITS
£12,607,000

1988. £68,700,000
(UP £15,590,000)

1986. £36,426,000
(UP £14,358,000)

1985. £22,068,000.
(UP £4,464,000).



Industry's Super
Investment
Imports

debt payme

US steel
expects
rise in
output

UK NEWS

Fokker says it may bid for Short Brothers

By Michael Donne, Aerospace Correspondent

FOKKER, the Dutch aerospace manufacturer... Short Brothers... The Government wants to privatise Short Brothers by the end of this year.

Harland and Wolff 'losing top staff'

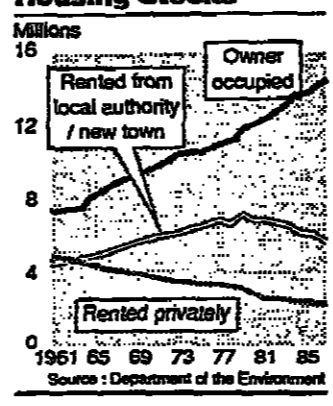
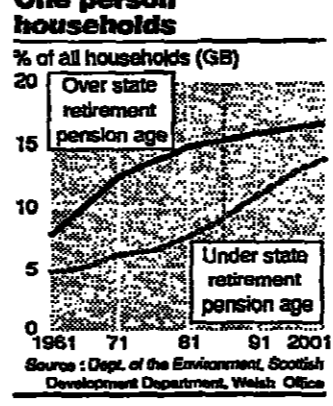
By Financial Times Reporter

HARLAND and Wolff, the state-owned Belfast shipyard... The yard, which employs 3,500 people, is in the process of reducing its white collar workforce by 25 per cent.

Dairy produce in retreat as Britons watch their diets

By Alan Pike, Social Affairs Correspondent

EGGS WERE in trouble before salmonella scares... Their consumption fell by one-third between 1961 and 1987.



Butter suffered an even more decisive fate... Readers of social trends will be relieved to learn that all this upheaval in the British way of eating things has not been in vain.

Selected goods and services... The increase in use of credit cards... Between 1986 and 1987 the value of spending on those cards increased by 26 per cent.

SUTER, the industrial holding company... The management buyout plan emerged last month shortly after Thomson T-line

Decade of growth fed by credit

A VISION of the 1980s as a decade in which growing consumer demands have been met by an explosion in credit is drawn by the survey.

The substantial growth in consumer credit helped to fuel a growth in retail sales of nearly 30 per cent in real terms between 1981 and 1987.

Real household disposable income rose on average by 3 per cent a year between 1981 and 1987... The top 20 per cent of households received 48 per cent of total disposable income in 1986.

Strong growth sets Treasury on target for debt repayment

By Simon Holberton, Economics Staff

THE TREASURY is set to make a repayment of Government debt in the 1988-89 financial year... The Treasury said it had not changed its PSBR forecast.

Treasury's published expectations... The Treasury forecast 7 per cent growth in customs and excise receipts.

In brief Protests as Sri Lankan fugitive is detained

ANGRY scenes greeted Mr Douglas Hurd... The Committee's latest report expresses concern about the size of North Sea concessions licensed to large oil companies.

Independents praised

Britain's dwindling band of independent oil companies has been praised by the House of Commons Energy Committee.

Welsh plant saved

All 900 jobs at Rover Group's car body presses plant at Llanelli, South Wales, are expected to be saved if negotiations succeed for its purchase by Camford Engineering.

Suter faces third takeover attempt

By Ray Bashford

SUTER, the industrial holding company... The management buyout plan emerged last month shortly after Thomson T-line

allowed its cash and paper offer, which at one stage valued Suter at £112m, to lapse... The Thomson T-Line board's statement, which came after the close of trading, increases the bid to £125.7m.

Media ownership rules may bar tycoons

By Raymond Snoddy

THE GOVERNMENT plans to introduce rules to ensure that British broadcasting will not be dominated by tycoons... The Government's white paper (policy document) on the future of broadcasting.

Mr Robert Maxwell, the publisher... Mr Hurd warned yesterday that there was no loophole for national newspaper owners.

view on BBC Radio when he said: "There will have to be rules preventing someone owning several newspapers, or a big television franchise..."

Piper Alpha inquiry puts offshore industry on trial

Steven Butler says Britain's worst North Sea disaster may have wider implications for oil operators

BRITAIN'S offshore oil industry is going on trial today... The disaster, in which 167 men perished in a fiery inferno on the night of July 6 last year, was the worst offshore oil accident anywhere in the world.



The wrecked Piper Alpha platform marks the North Sea's worst disaster

Most of the oil industry was shocked in July that a disaster on the scale of Piper Alpha was possible... The Department of Energy, which has already issued a set of more narrowly defined recommendations to oil companies.

These have been vigorously denied by the company... An initial explosion of escaped gas knocked out the central control room, opening the way for the improbable chain reaction of events that followed.

Of gas. The Department is going through a stack of proposals, but most operators are believed reluctant to install subsea valves... The court is being asked to rule whether the London account is governed by English or US law.

Ladbroke raises bid for leisure group to £186m

By Ray Bashford

LADBROKE, the hotels, property and leisure group, yesterday increased its takeover bid for Thomson T-Line to a firm £186.7m.

In a final attempt to gain control of Vernon's football pools, one of Britain's largest sporting lotteries, which is Thomson T-Line's principal subsidiary, Ladbroke increased its offer from 80p to 90p cash a share.

Brel buyout

British Rail Engineering, responsible for building and maintaining the trains for Britain's state-owned railways, is to be sold to a management and employee buy-out consortium backed by Trafalgar House and Asea Brown Boveri.

Libyan bank claim

Libyan Arab Foreign Bank, which is owned by the Libyan central bank, has asked the London High Court to order the New York bank to hand over funds frozen for the past two years because of President Reagan's sanctions against Libya.

EIB lends 3i group £60m for industry

By William Dawkins in Brussels

BRITAIN'S largest provider of development capital for unquoted companies, 3i Group, has been lent £60m over the next 15 years by the European Investment Bank (EIB).

so-called global loan to financial institutions... The remaining £20.5m comes from the EIB's own resources and is reserved for assisted areas.

MANAGEMENT: Marketing and Advertising

Product development

Propelling concepts into a market

Christopher Parkes concludes his series on Unilever with a look at the Anglo-Dutch group's strategy to broaden its base internationally in the field of personal care

The chairman reeled at his first whiff of Elizabeth Taylor's Passion, a somewhat floral, not to say over-stated perfume.

"Yes Mike," said the voice at his shoulder. "We're talking about people with lots of money and no taste. Welcome to the USA."

Robert Phillips, president of Chesebrough-Pond's, had already paid the superstar a \$1m initial participation fee, and was later to spend \$250,000 on a single set for an advertising still shot.

But he needed to make no apology to Mike Angus, Unilever chairman. Research had shown him that Elizabeth Taylor was one of the most widely revered women in America, seen by the well-heeled in particular as a survivor, and flawless to boot. Heavy, aggressive scents were known to be popular in the New York target market.



Mike Angus: Quick to appreciate Passion's sales

Angus was not present to see the 8,000 people who clamoured outside Macy's department store in New York for a glimpse of the star at the launch in late 1987, but he was quick to appreciate the \$90m in sales at manufacturers' prices recorded in the first year. It is now an international best seller.

Coming next: Passion for Men and a new female perfume bearing the name of a renowned husband and wife. Quite a shift for a soap and soap group formerly best known in the international perfume trade for its macho brand of Dettol aftershave.

Passion fulfilled for Chesebrough the fundamental requirements that the Anglo-Dutch multinational asks of all its people in the personal products business.

The company had found a successful concept, loaded it into a powerful vehicle, and propelled it confidently into the market place.

"We are not asset intensive. We are ideas intensive. Personal products is all about concepts using products as vehicles," says Mike Perry, main board director responsible for global personal product operations. "It is a high margin, high yield business when we get it right."

With the world market for personal care products growing at 10 per cent a year, there is every incentive, and with Perry confident of 10 per cent annual profit growth, there are indications enough that Unilever is getting it right.

But there is still a long way to go. In the US the group's personal products business is skewed heavily towards skin care with the Vaseline

and Pond's brands which came with the acquisition of Chesebrough-Pond's a year ago. In Europe, it fills away from skin care and is weighted towards toothpaste, hair and deodorants.

Its traditional opponents in world markets, notably Procter & Gamble which picked up the Oil of Ulay business with the Richardson-Vicks acquisition, and France's L'Oréal are increasingly combative. Apart from the emergent threat from Japanese companies like Kao, which recently took the number two position in the US hand lotion market with the purchase of Jergens, and has since forged a link with Beiersdorf, best known for Nivea, in West Germany, a multitude of smaller specialist companies has emerged in recent years.

In the \$15m US personal products market, for example, where Phillips claims Procter has 11 per cent, Revlon about 9 per cent, and Unilever 7 per cent ahead of Bristol Myers, it was formerly the norm for the leader in a single sector to have a 15 per cent share. This has now been eroded to as little as 10 per cent, Phillips says. It is relatively easy for new entrants to break into niches in a business with low capital costs.

In these conditions it is all the more commendable that Chesebrough has 25 per cent of the US hand and body lotion trade, despite the presence in the market of more than 200 "knock-offs" or close imitations of its best selling Vaseline Intensive Care product.

It is difficult to over-estimate the impact the arrival of Chesebrough

has had on Unilever's personal products interests. Setting aside the 30 per cent increase in sheer size - including a 20 per cent boost to the turnover of Elida Gibbs in the UK - confidence has blossomed.

Nowhere more so than in the US. Contrary to the usual business practice of an acquiring company's sacking the old management, Chesebrough's leadership core has been kept virtually intact, and only half a dozen people from the former Lever personal products business - now part of Chesebrough - remain. Phillips declares himself liberated by the change of ownership and disposal of unwanted assets. He now presides over a much smaller Chesebrough company with only \$1bn of sales and 5,000 employees compared with \$8bn in sales and 20,000 staff. For two years before the takeover the 2,000 headquarters staff, now down to 900, were mostly occupied with re-organising the Stauffer Chemicals acquisition, which Unilever promptly sold to ICI.

"Chesebrough-Pond's is now a consumer-driven concern and means it," Phillips says. "Most public companies' plans in the US pivot around earnings per share figures for the next eight quarters."

Long-range thinking now is devoted solely to the market. "We have plans and we will stick to them despite the ripples." "We are going to pour hot oil on the competition in skin care and storm the dentifrice bastion at the same time," he adds, long on threats and short on detail.

After years of foot-shuffling and tinkering, the group now stands ready frankly to admit its failings in the US. "We are not in hair, and we are not in deodorants. But these are core categories for which we have new initiatives."

"We will beg, borrow and steal every bit of Unilever expertise from round the world to get in there," Phillips pledges.

Mike Perry duly recognises past problems and appreciates the change in attitude, but he stresses his central demand. "Almost all our failures have been the result of Americanising international concepts," he says.

"Things have been modified unnecessarily. We don't ask them to make the UK or German way of handling a product, and we don't want them to ape fashions in the domestic US market."

"We ask: are you sure you understand the concept?"

He argues that this conceptual approach has made the Timotei

shampoo brand - now being joined by a range of skin cleansers, lotions and other line extensions - an extraordinary hit worldwide. Ignoring the basic rules and trying to Americanise the concept made it a flop in the US test market.

The image is one of innocence, youth, protectiveness and purity," he states. Partly as a function of the times, these intangibles have been designated as universally desirable. Only the means of expressing them, either in formula or presentation, vary from country to country.

Accordingly, Timotei will be relaunched with confidence in the US this year, along with a shampoo under the Rave brand, which has already proved the success of the conceptual approach in its home market.

Rave, formerly a lowly name in the perm kit and hair spray market, was relaunched recently in packaging which conveyed the authority of a professional salon product, a strategy used to great effect in Europe by Wella of West Germany. In one year the spray moved from twelfth to second place in a \$700m market sector.

In similar fashion to food, Unilever's personal products companies have traditionally operated with considerable autonomy, sticking close to their local markets, where local tastes were deemed the dominant marketing factor, much as in the food industry.

However, internationalisation of concepts, and to some extent, brands, has demanded closer co-ordination. Directors of the five major personal products companies from Britain, the US, West Germany, France and Italy meet Perry every six weeks to work on common issues such as marketing, research and development and environmental issues and to pick up transferable ideas.

"Our goal is to produce brands that are internationally transferable, but national markets always come first," says John Sharpe, chairman of Elida Gibbs in the UK. "Most companies still have most interest in keeping their own end up. It keeps a healthy tension in the system."

Part of this is reflected in changes Elida Gibbs has made to its own new product development system in the UK. Despite the size and sophistication of the British market, the UK company has contributed little to the international product line-up in the past 10 years. Timotei, among recent world hits, originated in Finland. Impulse body sprays came



Elizabeth Taylor: 8,000 clamoured for a glimpse of the star at the launch of her Passion perfume

from South Africa - both the fruits of small companies operating in small markets.

Part of the difficulty of supplying new ideas to the group stemmed from the size of the UK operation which generated a vast number of ideas. At one stage recently, according to Tim Shepherd-Smith, marketing director, there were 84 new product proposals on his desk.

Now notions are funnelled through an innovation process manager who filters and allocates the promising ones for development into concepts. After further scrutiny in a project group involving every discipline from accountants to packaging experts, the final selection is passed on for development and marketing.

Unilever's experience has shown that once a brand is launched into international markets, the greatest benefits may accrue not from production economies of scale or similar criteria, but from the steady refinement which comes as the property is passed on from country to country.

Elida Gibbs in Britain is even now in the process of preparing for a relaunch of Sunilk shampoo, one of its earliest contributions to the international brand league, in a presentation which includes the best of the improvements from overseas.

But the older brands still have a crucial role to play. There is no sense and less economy in a company which spends 25 to 30 per cent

of turnover on marketing allowing old names to deteriorate. "Look what Beecham did with Lucozade," prompts Sharpe. "Our aim is uncovering the core values and contouring them." Thus in the early stages of developing the new skin care business, it has sub-divided its slender brand portfolio and is working on updating.

Pond's has been nominated for the "old face" market, Timotei "new face", and Vaseline is hands and body.

Group aims in all consumer interests include a distinct shift to higher added-value products, especially in skin and especially in Europe, where the population is ageing rapidly and demand for even the faintest promise of wrinkle-free skin is booming. Sales of skin care preparations in Western Europe are expected to reach \$6.5bn in 1991, compared with \$4.8bn in 1987.

Even if this were not the case, pressure from competitors like L'Oréal, which holds much of the high ground in European skin with names like Vichy, Lancôme and Nivea, and which is now moving into Unilever's and Procter's mass market territory with Pléniatide, demands a response. "We can't give away the top end to L'Oréal and Shiseido," says Phillips.

He has at present only one name, Erno Laszlo, which could be brought to bear. It enjoys considerable cachet among people prepared

to pay \$25 for a bar of soap and much more for a home facial, and is sold in only the swankiest outlets. "Even Bloomingdale's is considered too down-market," he says.

However, as current negotiations to buy Fabergé and its Elizabeth Arden business suggest, the group's new-found aggression and considerable resources are being put to good use. A new Chesebrough subsidiary, Parfums International, has been set up and almost immediately bought the Noir perfume brand from Innoxa. Earlier this month it took over a US fragrance house, Erian Perfumes, to add bulk.

Acquisition is probably the best way to attain critical mass in the relatively new skin and scent sectors, but Perry remains a staunch advocate of organic growth.

However assiduously Unilever's head office follows its newly declared policy of a looser rein on its operating companies, it has occasionally to crack the whip. After the success of the Chesebrough purchase there is a tendency among some managers to ask for more.

"They say we have a weakness in such and such an area and we need an acquisition," Heron says. "I boot them straight into touch." Even the flightiest conceptualists need occasionally to be brought down to earth.

Previous article in this series were published on January 13, 16, 17 and 18.

Canadian National Railway Company

has sold to

Canadian Pacific Limited

CNC Communications

Communications Systems

CDN \$250 million

Lancaster Financial Inc. was retained jointly by Canadian National Railway Company and Canadian Pacific Limited as financial advisor for this transaction.



Toronto December, 1988

PRICE WATERHOUSE and the FINANCIAL TIMES CONFERENCE ORGANISATION present:

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and the implications for operations, risk management and reporting. Speakers will be drawn from Price Waterhouse's Capital Markets Group and a panel of key individuals from organisations involved in capital markets activities including:

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- Kevin Lee, Assistant Director, Treasury and Trading Group, Baring Brothers & Co Limited
- Bob Fuller, Director, Capital Markets, Charterhouse Bank Limited
- Anthony Wilson, Senior Associate Director, Dalwa Europe
- Ariel Salama, Vice President, Global Risk Management, Bankers Trust International Ltd
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TELE. FAX TYPE OF BUSINESS

TECHNOLOGY

Now it's fluid, now it's solid

Clive Cookson looks at the engineering potential of a substance that can rapidly change state

Liquids which solidify almost instantly when an electric field is applied have been known as scientific curiosities for 50 years.

Now these "electro-rheological fluids" are attracting increasing commercial interest from companies which believe that they could be the basis of a new multi-billion pound industry.

ER fluids, as they are generally known, are seen as a link between electronics and mechanical engineering. They allow direct electrical control of devices such as valves, suspensions or clutches, instead of having to transmit the force through mechanical linkages or conventional hydraulic pipes. The advantages are much faster responses, reductions in space and weight, and greater reliability.

According to a report by Technology Catalysts, a consultancy based in Falls Church, Virginia, the world market for ER fluids and devices will begin to take off in 1991 and will reach \$1.3bn in 1995 and \$12bn in the year 2000.

Technical Insights of Fort Lee, New Jersey, predicts an even faster take-up of ER technology. Its report says that half of all hydraulic devices will eventually be based on ER fluids. The automotive industry is likely to be the largest user of ER fluids, for use in suspension and transmission systems. They could, for example, be ideal in an "active suspension system" which automatically adjusts a car's ride to compensate for varying road conditions.

Others, however, take a more sceptical view and point out that no ER product is yet on the market anywhere in the world, even though several corporate and university research teams have been working intensively on ER fluids since the 1970s. "I've seen an awful lot of hype come out about ER fluids," says Ted Duclos, who manages the ER programme at

Lord Corporation, a US engineering components and chemicals manufacturer.

The world's first commercial ER device is due to be launched later this year by ER Fluid Developments, a small British company. It is a type of industrial clutch designed to control the tension of material, such as wire or paper, being wound round a reel or spool.

The first one will be installed for testing at an Alloy Wire Company factory in the West Midlands next month and two are being delivered to similar plants in the US and West Germany.

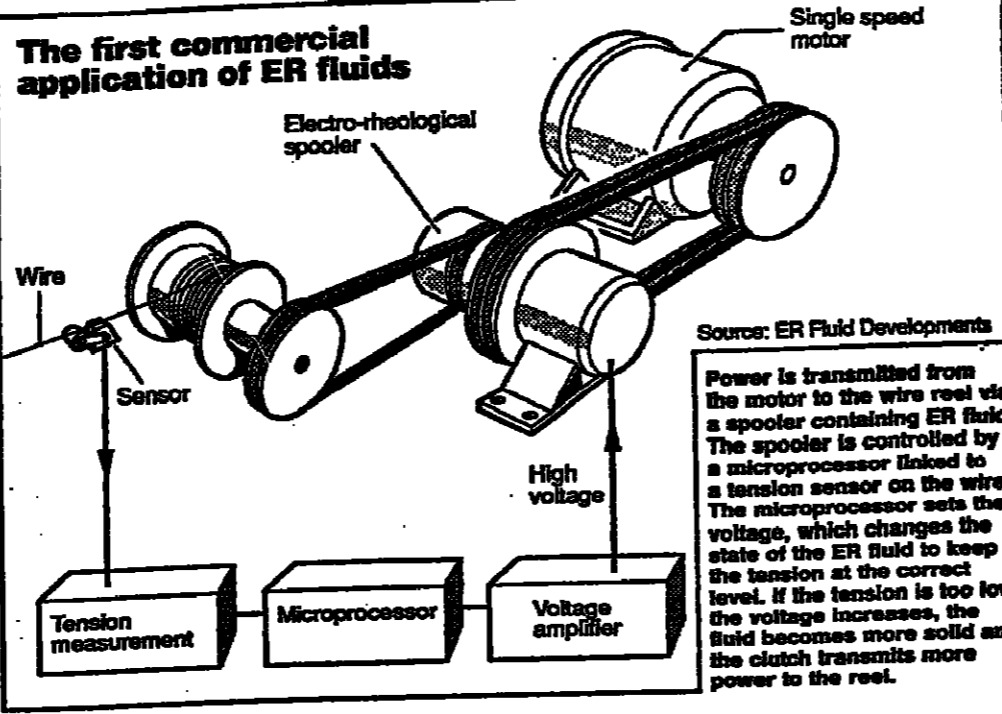
ER fluids are a milky suspension of finely divided solid particles in an oily (hydrophobic) liquid. The particles, which must be electrically polarisable, are usually 5 to 25 microns (millionths of a metre) in diameter. The liquid needs to be the same density as the solid to prevent the particles separating out. ER Fluid Developments uses particles of a polymer called lithium poly-methacrylate (which is a derivative of Perspex) in fluoro-silicone.

When the fluid is exposed to a strong electric field - typically a few thousand volts across a gap of a few millimetres - it immediately thickens into a gel or solid. The strength of this "solid" and its effective viscosity depend on the composition of the fluid and on the electric field applied.

Scientists do not agree on the best fundamental explanation of the ER effect. But under a microscope the particles can be seen to form long chains or fibres when the fluid is activated by an electric field. It will behave as a solid unless the chains are broken by mechanical force.

Therefore, a space filled with activated ER fluid can be used to connect two moving parts without slipping, giving an electrical clutch which can be engaged and disengaged within a thousandth of a second by

The first commercial application of ER fluids



switching the field on and off. The flow of ER fluid along a pipe can be stopped by applying an electric field at one point - creating a simple hydraulic valve.

Although US scientists had done some experimental work on ER devices in the 1940s, the serious development of ER technology started in the UK during the late 1960s.

The mechanical engineering department at Sheffield University, which led the way, is still a centre of ER research under Bill Bullough. At about the same time the Ministry of Defence began to fund development of ER fluids at several UK companies.

When the ministry pulled out of ER research in the early 1980s, it assigned its portfolio of patents to the government-backed British Technology Group. BTG has also picked up ER patents from more recent research supported by the Science and Engineering Research Council and by the Electro Rheology Research Syndicate, an industrial research association.

BTG is, in the words of its ER specialist David Veasey, "trying to act as what in soccer might be called a 'midfield player'. As the game evolves, it is licensing the 'forward line' of industrial manufacturers to use different elements in the patent portfolio it is building up on ER fluids and devices."

UK manufacturers pursuing ER developments include British Aerospace, GEC, Dowty

Roto, Air-Log and Automotive Products, Bristol, Liverpool, Sheffield and Cambridge universities and Cranfield Institute of Technology are carrying out research on ER fluids.

However, some companies that devoted considerable resources to ER research in the mid-1980s have recently wound down their activity because they believe that ER fluids are still too far from widespread commercial application. They include American Cyanamid in the US and Castrol in the UK.

"ER fluids are a very attractive concept and I'm sure that there are a number of applications for them, but we were looking at applications for the automotive industry - and today's fluids do not even come close to meeting those requirements," says Colin Harrington of Castrol.

Researchers say that ER technology will have to be improved in several respects before the fluids are applied widely. For example:

- The environmental operating range of the fluids must be extended. At present they work well over a temperature range covering no more than 50 deg C (typically from 10-70 deg C).

- But a fluid in a car, for instance, will have to operate from minus 20 to 70 deg C. Although most ER fluids contain minute amounts of water in their particles, Harry Block, professor of molecular electronics at Cranfield Institute of Technology, has invented a

new class of "dry" fluids which may have a wider operating range.

- The present ER fluids consume too much electricity for many applications. This causes excessive heat to build up in the liquid. The fluids need to function at lower voltages and/or become less electrically conductive.

- Better electrical devices are required to switch high voltages on and off very rapidly.

Analysts such as Paul Weitz, of Technology Catalysts, who are optimistic about the future of these "smart fluids", believe that these problems will soon be overcome.

"There are two particular reasons why the technology is ready for full-scale commercialisation," he says. "The first is the increased awareness in the auto industry of the need for improved quality and performance. The second is the new availability of highly sophisticated electronic sensing and control devices, with the right microprocessors and software."

David Veasey says BTG's immediate strategy is "to encourage device manufacturers to develop equipment based on known fluids suitable for use in sheltered environments where operating conditions are not too extreme - perhaps for machine tools in temperature-controlled factories." That experience could lead the way to extensive applications in the auto industry later in the 1990s.

Digital link with low-cost areas

A WAY to send company typing work out of London into lower cost areas in the north of the UK is offered by NU-Enterprises of London.

The technique, called teleworking, involves the use of high-speed digital lines. It is becoming attractive because communications costs are tending downwards in real terms, while city centre office space and wages are tending upwards.

NU-Enterprises claims that, on average, hourly typing costs can be reduced by 25 per cent and that maximising the volume of typing can push the figure up to 40 per cent. It says that City firms and institutions are most likely to benefit.

Text is dictated into a machine which puts a digital recording on to hard disk. The data is sent at high speed over a (mainly) Mercury link to Scope Technology in Manchester, which specialises in word processing and works through the night.

The text is sent back at about 6,000 words a minute into the originating company's personal computer (IBM or compatible) and can then be printed in the usual way. More complex numerical work, often compiled in handwriting by financial people, is faxed northwards.

An expenditure of about £20,000 is incurred if private digital lines are used; although in theory this could be shared by several companies, the Telecommunications Act (1984) imposes restrictions. Simpler versions, using courier-transferred disks and public telephone lines, are available.

In the longer term, the company believes the system will be applicable to secretaries working at home, freeing office space and helping mothers, for example, to work from home.

Better view in bright light

TELEVISIONS and personal computer screens will be easier to view in bright room lighting with a revised design of picture tube from Philips, the Netherlands-based electronics group.

The company, which is the biggest maker of television tubes with 17 per cent of the world market, has increased

the brightness of the picture while making the face plate of the tube in dark glass. The picture appears to be as bright as usual, but the contrast is improved since less direct light gets to the picture surface.

Brightness is determined by the intensity of the electrons which strike the phosphors on the back of the face plate, making it glow. Philips has increased this by 50 per cent, but this also means that the shadowmask has more heat energy to cope with.

The problem is expansion. The shadowmask, which determines the colour accuracy, can distort. So Philips has used lower, an iron/nickel/carbon alloy which has only seven per cent of the expansion of the pure iron normally used.

The new tubes will only be available in the more expensive television sets.

Form reading for computers

AEG Olympia, the West German office systems company, is offering a means of entering data recorded on paper forms into computer storage.

Keying in such work manually is tedious and time consuming. Instead, a form-reading device optically scans the forms and puts them into a workstation. The reader can cope with 150 type fonts and can recognise hand printing.

Forms up to 14 in deep can be accommodated. Each one is displayed on a split-screen monitor, allowing easy editing of poorly written or highly detailed forms. Clearly printed forms with little detail can be dealt with on a continuous basis at the rate of 850 (A4 size) an hour.

The company believes that 50 per cent of all written office information is on forms and the majority is still being keyed in manually. Public and postal services, banks and insurance companies are the most likely customers.

Fax board with its own power

ALTHOUGH there are several "fax cards" on the market which plug into a personal computer (PC) to give facsimile transmission and reception, Comwave, of London, says that it has introduced the first with an

WORTH WATCHING

Edited by Geoffrey Charliss

on-board microprocessor. The advantage is that demands on the PC's processor are kept to a minimum because the fax board has its own computing power. In turn, this means that the user can go on employing the PC for his customary work. The conversions from fax code to PC code and vice versa are speeded up, and carry out without the user knowing.

The advantage of plug-in fax boards is that they allow text or graphics developed on the screen to be sent to anyone with a fax machine (or a PC with a fax board). Similarly, material from remote fax machines can be brought up on the screen.

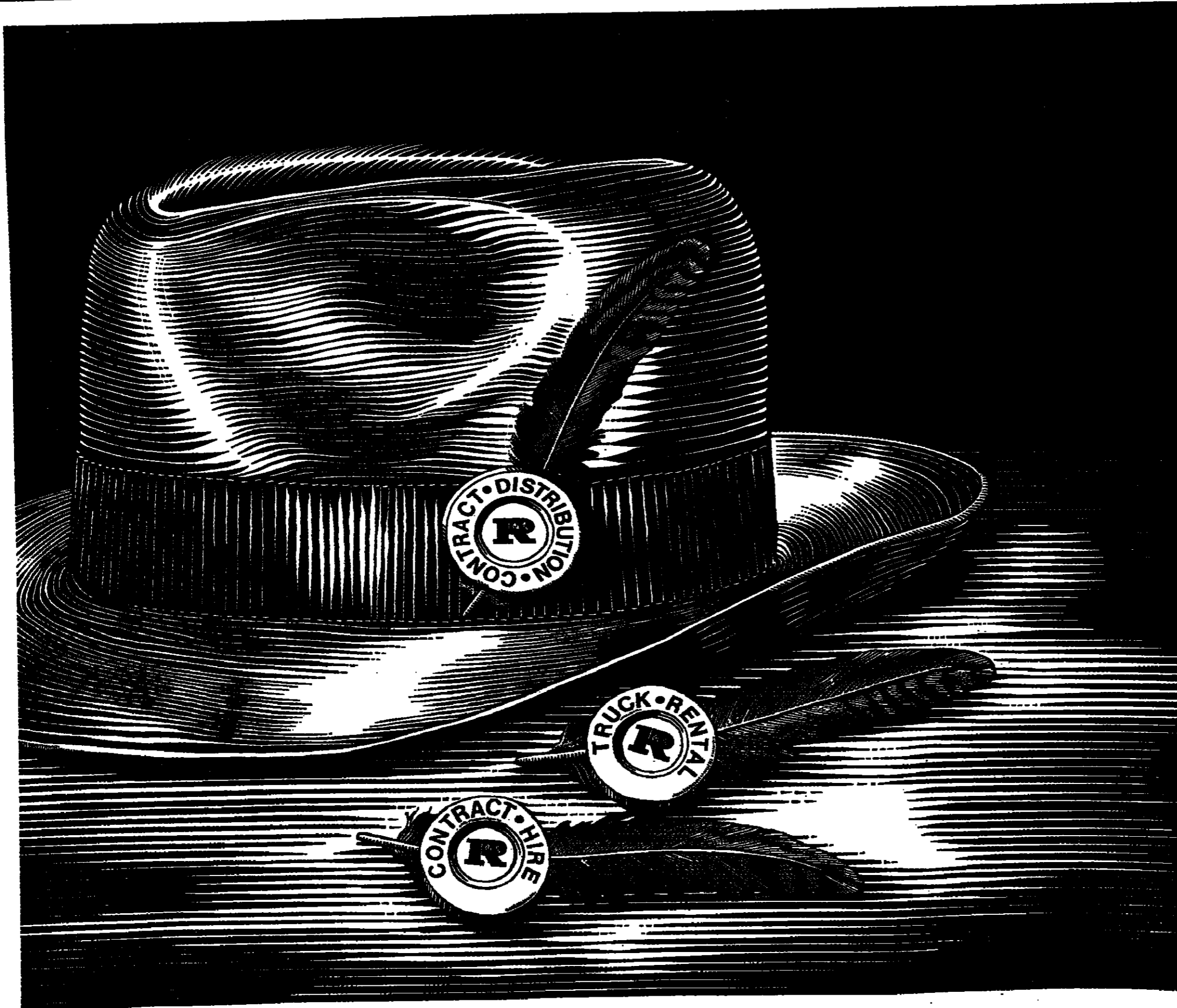
Plastic that can be washed away

HOECHST has brought out a product which can be made into a film rather like polythene, but which dissolves in water, making it easier to dispose of than many plastics.

The material, which chemically is polyvinyl alcohol, is being developed into wrappings and bags by Packaging of Dunstable, which believes there will be widespread applications. Already it is being used to wrap hospital linen before laundering, to put dosages of hazardous chemicals into tanks of liquid and to package laboratory cleaning chemicals.

CONTACTS: NU-Enterprises, London, 73 3015. Philips, The Netherlands, 40 70788. AEG Olympia, London office, 262 6785. Comwave, London, 720 0023. Hoechst UK, London, 724 3103. Packaging, UK, 0525 600204.

CORRECTION: The correct telephone number is London, 377 4916. (This page, Tuesday.)



WHAT MAKES RYDER SO PROUD OF ITS NEW CONTRACT DISTRIBUTION COMPANY?

Ryder Distribution Services is the newly incorporated dedicated logistics company within Ryder System group. It is the natural development from decades of Ryder truck rental and contract hire experience.

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Telephone 0753 38991 and you'll be proud of the outcome.

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ARTS

CINEMA

Heavy mob rule

Having charmed us off our perches with High Hopes, the British cinema this week sends in the heavy mob...

FOR QUEEN AND COUNTRY
Martina Stellman

STORMY MONDAY
Mike Figgis

SOMEBODY TO LOVE
Henry Jaglom

COCKTAIL
Roger Donaldson

THE FRENCH NEW WAVE

elcome to Britain the Apocalypse. We met her recently, overblown and overdrawn...

lean girl (kooky waitress Melanie Griffith) hitching up with this Irish bloke (young coffee Sean Bean) to ely the dastardly scheme of this American bloke (gangster Tommy Lee Jones) who is putting the screws on this English bloke (nightclub-owner Sting)...

At the climax, Figgis goes on a cross-cutting spree, intercutting a street parade with a love scene with an about-to-explode car-bomb...

Britain today, suggests Figgis, is a country of enfeebled identity and betrayed idealism, caught in a geo-political pincer movement between East and West...

Someone To Love, from the man who brought you Sitting Ducks and Always, is exasperating and exhilarating by turn...

Here the setting is a condemned theatre in Santa Monica and the occasion is an important symposium on love and loneliness called by Jaglom...



Denzel Washington in "For Queen and Country"

His cast of friends (playing themselves) includes Sally Kellerman, Ronke Blakey, Monte Hellman and Orson Welles...

Yet when Tom Cruise became an all-chatting, hip-shaking, bottle-juggling bartender in New York and Jamaica and then fell in love with a pretty girl (Elizabeth Shue) who turned out to be an heiress and then threw over the rich matron he had been encouraged to seduce by his barman and mentor Bryan Brown...

I suspect I may well be dragged off to a Jaglom group-therapy session after enjoying Cocktail. My colleagues all emerged from the Press show with sighs and long-suffering looks...

making; but done with a shake. Make mine a Tequila Sunrise.

To the crashing surf of tourist Jamaica you may prefer that of the French New Wave, which has been breaking over grateful audiences at the Barbican...

The season has illustrated not just the dynamism but the variety. In this crowning week-end - hasten while shows last - you may sample subtle comedy (Malle's Zazie Dans Le Metro), futuristic allegory (Godard's Alphaville), Franco-Hollywoodesque musical (Demmy's Les Peripatetes De Charbourg) and even a Godardian essay in how to be sexist while pretending you are a revolutionary (Une Femme Est Une Femme)...

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Nigel Andrews

Romeo and Juliet

COVENT GARDEN

From the first notes of the score on Tuesday night, it was clear that this was to be an account very different from the usual run of Romeo and Juliet performances...

With Natalya Makarova returned at last to Juliet, a role in which she has no peer, with the ardent Julio Bocca as a very welcome guest Romeo...

It finds in Julio Bocca a worthy and passionately devoted Romeo. His movement has a temperamental quickness, a classic elegance, that are part of an interpretation both eager and authoritative...

Clement Crisp

Fears and Miseries

LIVERPOOL PLAYHOUSE

The Liverpool Playhouse has launched a new studio company supported by the City Council's urban programme and endorsed by the Inner City Task Force...

In a way, the single-mindedness of the new work points up the poetic suppleness of Brecht's selection of about half the pieces, charts with devastating intensity a war effort built on nervous debilitation...

Michael Coveney

Steven Lubin

WIGMORE HALL

Mr. Lubin has amassed a substantial reputation across the Atlantic for his Mozart art interpretations and as a standard-bearer for the revival of the fortepiano in performing the Classical repertoire...

His programme consisted of Mozart's K 532 and the set of Variations on "Ah vous dirai-je, maman" K 265 had more nervous energy than his Beethoven and Chopin, though even they took a while to settle and the technique was by no means infallible...

For a performer such as Lubin there is also the considerable frisson of juxtaposing the austere sound world of the fortepiano with that of a modern concert grand...

Andrew Clements

Kaija Saariaho

ST JOHN'S, SMITH SQUARE

Kaija Saariaho is a young Finnish composer (b.1952) who has already penetrated far into the international musical avant-garde...

The five pieces differed much in length, style, and sonority combinations. The first, Jardin secret I, was for tape only - but all of them shared an extreme refinement of timbre...

The world she inhabits seems to be a private place, not always open to the public ear. She is a composer who is capable of directing eyes to the minutiae of performance and then surpassing all expectations again...

Claire Armitstead

Max Loppert

The Survivor

PURCELL ROOM

Vague intimations of the civil unrest that is sweeping Prague could be felt at the first night of London's 11th International Mime Festival...

Polivka performs on, around and under a rickety bunk bed, washed together to become a raft carrying a sole survivor. After a brief preamble, explaining in broken English his various props for the voyage (a matchbox watch and knotted handkerchief for the protection of the head against sunburn)...

Claire Armitstead

ARTS GUIDE

EXHIBITIONS

London

The Whitechapel Art Gallery. A major exhibition of the sculpture made in the past two years by Richard Deacon, the young winner of the Turner Prize in 1987...

Paris

Grand Palais. Paul Gauguin. Coming after Washington and Chicago, 350 works from the United States, the Soviet Union, Japan and Czechoslovakia...

Brussels

Musee d'Art Ancien. From Manet to Picasso: The Reader's Digest Collection. Impressionist and Post-Impressionist works from the corporate headquarters in...

Manchester

Pleasantville, New York. Closed Monday, Ends Jan 22. Museo Bellavista, Los Pinos...

Rotterdam

Boymans-Van Beuningen Museum. Twin exhibitions on Rembrandt and his school comprising 140 drawings and 30 paintings...

The Hague

Marmbrakia. These 36 "Paintings from England" lay at the heart of a diplomatic wrangle after the death of "Dutch" King William in 1702...

Antwerp

Koninklijk Museum voor Schone Kunsten. Leopold de Waelplaat. Golden Light. Art of the loom. Contains 185 icons dating between the 18th-17th Centuries...

Berlin

Brucke Museum. Emil Nolde (1867-1956). The exhibition concentrates on Nolde's most creative period in Berlin between 1910-1911...

Stuttgart

Stuttgarter Museum. The most important pictures of the famous Thyssen-Bornemisza collection covering the period between 14th-18th century as well as works by Holbein the youngest, Frans Hals, Peter Paul Rubens and Albrecht Durer...

Darmstadt

Glassworks Lendenschmied. Glassworks and paintings of the British artist Brian Clarke will be seen for the first time in Germany...

Brussels

Herzog Anton Ulrich-Museum. European Baroque Painting. As a gesture of reconciliation, 65 17th and 18th Century paintings from the Warsaw National Museum are exhibited in Brussels...

Vienna

Kunsthistorisches Museum. Prague 1600 - A marvelous exhibition looking at the court of Rudolf II, the great patron, not only of the arts but also of the astronomer from near starvation...

Rome

Palazzo dei Conservatori (Campidoglio). Glass of the Casars. Queens are stretching right across Michelangelo's Piazza, waiting patiently for a glimpse of the immensely sophisticated ornamental glass and tableware belonging to the Imperial Roman court...

New York

Metropolitan Museum of Art. More than 100 works by south-west American artist Georgia O'Keeffe cover the range of her career, focusing on her industrial abstracts, flower paintings and stark desert landscapes...

Washington

National Gallery. Seven Centuries of Japanese Art. As it evolved under the feudal daimyo lords is the subject of a major exhibition of 450 specially designed Japanese national treasures...

Tokyo

National Gallery. Seven Centuries of Japanese Art. As it evolved under the feudal daimyo lords is the subject of a major exhibition of 450 specially designed Japanese national treasures...

others, is part of an unprecedented 134-work, two part show, the other half of which, depicting landscapes of the centuries, is at the Washington National Gallery, Ends Jan 22.

Chicago

Art Institute. Denis Gabriel Rossetti, J.E. Millais, Edward Burne-Jones and Simon Solomon take centre stage for this British drawings show, called "From the Ridiculous to the Sublime"...

Washington

National Gallery. Seven Centuries of Japanese Art. As it evolved under the feudal daimyo lords is the subject of a major exhibition of 450 specially designed Japanese national treasures...

Tokyo

National Gallery. Seven Centuries of Japanese Art. As it evolved under the feudal daimyo lords is the subject of a major exhibition of 450 specially designed Japanese national treasures...

SALEROOM

Hong Kong jade record

Ten years or so ago London reigned supreme as the world centre for sales of top quality antiques. Not any longer. The demand for works of art from international and the auctioneers follow the buyers...

a jade record for Christie's, but with 25 per cent unsold. A Hong Kong private buyer paid £218,115, well above estimate, for an emerald and apple green jadeite tripod censer and cover of the late Qing dynasty...

And Christie's three days of sales in Hong Kong this week confirmed the trend of last year that there was still strong demand for the finest items while the second rate found few takers. The key auction was of jade carvings and jewellery, currently much sought after by Taiwanese collectors who can now export selected capital to acquire the finest items. It totalled £3.65m.

Antony Thorncroft

SPAIN
The Financial Times proposes to publish this survey on:
13th February 1989
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Thursday January 19 1989

The Vienna agreement

THE CONCLUDING document of the latest of the 1975 Helsinki Agreement follow-up conferences, which is due to end in Vienna today, has been variously evaluated as the most ambitious charter of human rights in modern times...

Stalinist cynicism

This betrays a degree of cynicism more reminiscent of Stalinist times than the new era of glasnost and perestroika ushered in by Mr Mikhail Gorbachev. And what is one to say of a country like Romania which, in one and the same breath, formally approves the Vienna document and proclaims that it will respect only those provisions which it wants to? Yet there are several reasons why much more optimism is in order now than in 1975...

The rights of shareholders

THE UK tradition of pre-emptive rights of shareholders has become less sustainable in the face of the ability of investment banks to put together huge deals almost instantly. The debate has become topical again as the Treasury prepares to launch a campaign to topple the investment institutions from their pre-emptive high ground.

Institutional restrictions

The Treasury appears to have been convinced that the restrictions imposed by the institutions are damaging the UK's capital markets. It is argued that companies are unnecessarily constrained in their ability to raise new money and finance deals. There are also suggestions that the right institutional insistence upon rights of pre-emption is inhibiting the achievement of wider share ownership.

News that South Africa's State President P. W. Botha yesterday suffered a "mild stroke" came as his long-beleaguered National Party Government was enjoying its first taste of success since the six-month honeymoon which followed the March 1984 Nkomati accord with Mozambique.



After Botha

Anthony Robinson on South Africa's pending power struggle

they were looking for to stick in the knife. When, to top it all, the Afrikaans Vry Weekblad (Independent Weekly) added reports of homosexual passion within the ranks of the movement, the cup of bitterness overflowed. White right-wing politics will never be the same after these events. They have led to a power struggle within the AWP and cast doubt on the Conservative Party's ability to honour its promise to restore the racial privileges of the Verwoerd era.

Africans. They see acceptability to Africa as the key to shedding Pretoria's pariah status further afield.

The momentum created by the Angolan peace process enabled President Botha to travel to Mozambique, Malawi and the Ivory Coast for talks. Mr P. W. Botha, his Foreign Minister, has stressed the need for co-operation "with our brother Africans" on every occasion.

What is awaited now is a clear indication as to what Pretoria intends to do with its breathing space. Those looking for the abolition of all vestiges of apartheid and a negotiated transfer of power to the ANC will almost certainly be disappointed. The emphasis is likely to remain on evolutionary change at the socio-economic as well as political levels.

The parliamentary session which begins in February will see an attempt to bring blacks into the Government as deputy ministers. The Government's recent decision to set up a commission to investigate "obstacles" impeding the process of negotiations between the ANC and the Government has also been seen as a signal.

There is, however, an important question now: whether the ANC's military wing after its imminent departure from Angola, together with Pretoria's renewed self-confidence, influence the prospects for wider black/white power-sharing negotiations? Real movement here would require the ANC leadership to come up with more modest and more realistic demands than the simple transfer of power. It would also require a government less viscerally attached to the idea of the ANC as a dangerous terrorist organisation.

President Botha has always looked like a hard-liner on the ANC question. The intriguing question now is whether a successor would prove more flexible - though there is no indication at this stage that Mr Botha's health will not allow him to remain in control for some time to come.

Correction: an article on this page yesterday understated Ireland's exports in 1988. The correct figure is £12bn (£8.8bn).

BOOK REVIEW The debris of empire

Pursued by a Bear: The Making of Eastern Europe By Z.A.B. Zeman

Just before the First World War, when Lenin was developing the theories on which he was to found his Federation of Socialist Republics, he asked the newest recruit to the Bolshevik Central Committee to write an essay on the nationality problem.

Bukharin, who was better versed in Marxist theory, helped him to compose a lucid thesis, which diplomatically echoed Lenin's thinking. Years later, Trotsky, recounting the occasion, remarked that a mind as "plodding and limited" as Stalin's could not have produced anything so original and he recalled a "glint of hostility in Stalin's yellow eyes" at the necessity to collaborate with Bukharin, of whose popularity he was deeply jealous.

His account of the differing and developing forms of nationalism left behind in the debris of the Hapsburg, Tsarist and Ottoman empires, and the Communist failure to come fully to terms with them is both timely and illuminating. His fly-on-the-wall views of the last quarrel between Stalin and Lenin casts fascinating light on the present nationality problems in Armenia and Azerbaijan.

Stalin had been allocated responsibility for nationalities in Lenin's first government, and had drawn up a declaration of the rights of the peoples of Russia, which, with hindsight, appears too permissive and self-assured to be credible as his own work. It provided for the right to self-determination, complete secession and the establishment of independent states.

Lenin approved heartily, but within five years the two were clashing over Stalin's plan to subsume the Republics of Georgia, Armenia, and Azerbaijan within the Russian Republic, in the teeth of the strong opposition of the Georgians. Lenin as a Russian advised caution. It was far better, he felt, to overdo rather than underdo the concessions to national minorities. But Stalin, conscious of his position as a Georgian, tried to force the issue - unsuccessfully - and revealed enough of his character to startle the terminally ill Lenin.

"Comrade Stalin, having become general secretary, has concentrated enormous power in his hands," he remarked. "I am not sure that he always knows how to use that power with sufficient caution." I suggest that the Comrades think about a way of removing Stalin from the post. Stalin's Georgian background enabled him to grasp the fundamental differences between the fluid soft-focus nationalism of the smaller, more backward rural communities of the Caucasus, and the clearly etched national consciousness of the urban communities of the emerging East European nation states...

between the fluid soft-focus nationalism of the smaller, more backward rural communities of the Caucasus, and the clearly etched national consciousness of the urban communities of the emerging East European nation states, with their historical affiliations to the great cities Prague, Vienna, Warsaw, Budapest - and their highly developed cultural nationalism. This convinced him of the futility of international revolution.

Hitler's war, Professor Zeman argues, relieved Stalin of any pressure to try to force the pace of spreading Communism. "I am not inclined to the view that a monolithic system was imposed on reluctant populations solely under the auspices of the Red Army," he declares. "In May, 1945, there existed great relief everywhere in Eastern Europe that the murderous war was over, and much enthusiasm to create a better world."

The idealism evaporated quickly, however, as the wartime allies settled down to the division of the spoils, a somewhat squallid exercise in which Stalin was able to outmanoeuvre Roosevelt and push Churchill aside.

Nationalism, mainly in the negative forms of anti-Russian and anti-German sentiments, continued for a long time to play a role in the reshaping of Eastern Europe. There were transfers of population on a massive scale and the virtual disappearance of many German communities.

The post-war revolutions in Eastern Europe were even less broadly based and deep-rooted than the 1917 revolution, in Professor Zeman's assessment. The close and intricate relationship in which the Soviet Union and its satellites have apparently been locked for the past 30 years has changed far more than the West has realised.

Though the leaders in Moscow have grown more sensitive to events in Eastern Europe, and have had to learn to deal with a new range of problems many East Europeans still hold up a Western mirror to the Soviet system, he says. But the people of the Eastern bloc are much more self-assured than their parents and grandparents were. And the West should not look for East-West convergence at the end of the present drive for reform within the socialist system. He cautions: "To do so is to misunderstand the purpose of the exercise, which is not to emulate the West, but to release the vast creative energy of the East Europeans."

Margaret van Hattem

Quayle and Castro

Dan Quayle may well run into some embarrassment when he makes one of his official trips abroad as Vice President; that is, if no-one gets cold and old protocol is adhered to.

The occasion will be the inauguration of Carlos Andres Perez as President of Venezuela on February 2. When George Bush was number two, that was the sort of event he invariably stood in for in President Reagan. The ceremony will include a meeting of regional leaders. There may, however, be a hitch. President Castro of Cuba has also been invited. This has already produced an outburst from Washington's Cuban-born ambassador to Caracas, Otto Reich.

Reich has told the press that his government views any inauguration of a freely-elected president as a "democratic celebration". Castro, he said, did not have much to contribute to the health of democracies anywhere.

The last time Castro was in Venezuela, nearly 30 years ago, he urged large crowds of Communist sympathisers to start a revolution. But the Venezuelan guerrilla movement has long since been soundly defeated, not least by Perez in a previous government. Today, most Venezuelans are likely to view Castro's visit as a celebrity appearance, a curiosity rather than a revolutionary act.

They may not take too kindly to Quayle after all that they have read about him, and the protest by Ambassador Reich which has not gone down at all well. Thus the Quayle trip has not yet been officially confirmed.

Peter Nichols

No-one in Italy ever doubted that the late Peter Nichols had

OBSERVER

a firm grip on the ear of the country's most ubiquitous and influential politician, Giulio Andreotti. Presently Foreign Secretary, and five times Prime Minister, Andreotti gave the opening speech at a commemoration for his old friend at the Foreign Press Association in Rome yesterday. In the last few years they had worked together as editors-in-chief of the magazine, Italy, Italy. Nichols will be most remembered, however, for his work on The Times: one of the longest serving foreign correspondents ever to stay in the same place.

Nostalgic sale

Scribner's, the most civilised book shop in New York, is finally closing its doors on Sunday, the only consolation being a bargain sale in the last few days.

The literary shrine, opened in 1913, is another victim of New York's property market, which has made the Beaux-Arts building on Fifth Avenue infeasible to developers. The building once housed both the bookstore and the Scribner publishing house whose authors included Ernest Hemingway, F Scott Fitzgerald and Thomas Wolfe. It was sold in 1984, at the same time that the publishing concern was bought by Macmillan. The Scribner publishing house is now part of Robert Maxwell's publishing empire. Scribner Book Stores was bought by Rizzoli International Bookstores.

In 1987 the property was purchased by a Benetton family-owned holding company, owners of the eponymous clothing chain. Although Rizzoli initially said that the bookstore would remain in place, it later decided that it was too expensive to keep Scribner's at the Fifth Avenue address. A new



"I've been breaking into churches again, Father."

home for the Scribner's has not yet been found. New Yorkers fear that the shop's airy, turn-of-the-century interior will be renovated in order to use the space more efficiently. However, Frank Mariani, vice president of the Benetton property company, said that the interior will remain exactly as it is, and that Benetton hopes to replace Scribner's with another book retailer as a tenant.

Poor chemists

Johnson Matthey plc - the precious metals lot - the bank - has given its name to a new set of laboratories at the Imperial College of Science and Technology. They were formally opened by Peter Brooke, the Chairman of the Conservative Party and MP for the City of London and Westminster, yesterday. The immediate purpose is to help Professor Sir Geoffrey Wilkinson to continue his research. Wilkinson, a joint

winner of the Nobel Prize for Chemistry in 1973, retired from his academic posts last September and is suitably grateful. He remains notably outspoken, however, about what he calls the "grossly inadequate" funding for British science, especially at Imperial College. "I have been in chemistry department, he says, has one of the highest student-staff ratios in the country, 12.3 to 1. In 33 years he claims he has never had a penny for research from British industry and has given up on British companies. He has been in correspondence with the Prime Minister about it, but she seems to think it is a problem of the division of funds within the University.

Johnson Matthey provided £75,000 to refurbish a set of old rooms. "It means I don't have work in some grotty old lab," says Wilkinson. He remains a true academic scientist: "Blue skies, free range research and advancing the frontiers not always in a way that is perceived as useful," he adds; that it should not be otherwise. In fact, he is a world leader in new materials and compounds. It was he who discovered the rhodium complex known as Wilkinson's Catalyst. None of that, one would have thought, is remote from practical application.

Leisure time

Snippets from Social Trends, published yesterday, Cinema-going is experiencing a revival. The slump that set in during the 1950s reached its trough in the UK in 1984, when there were only 58m visits. By 1987 the figure was 75m. And 99 per cent of full-time manual workers were entitled to four or more weeks holiday in 1987 - twice as much as in 1961.

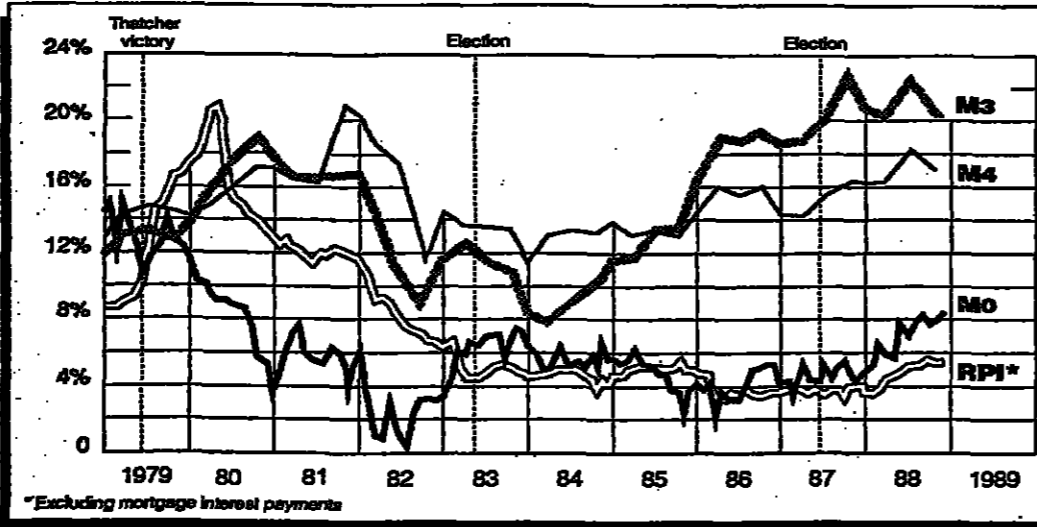
Blooming sorry

Sign in West Midlands florists: "Been short-tempered to your wife? Unsay it with flowers."

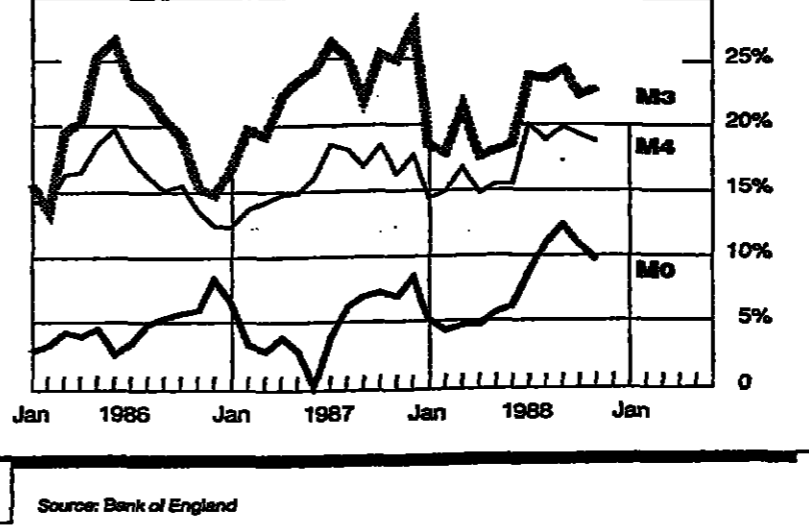
Advertisement for Sturge Holdings PLC featuring a logo, financial data, and a summary of results for the year ended 30th September, 1988.

ECONOMIC VIEWPOINT

Money and inflation Year on year increase



6 month annualised



*Excluding mortgage interest payments

Source: Bank of England

Monetarism's second coming

By Samuel Brittan

It is quite possible to be a critic of post-war, so-called Keynesian, demand management and believe that inflation has many roots not amenable to wage or price controls or other treatment of symptoms, without being a technical monetarist - a polite term for what Deane and Cole used to call a "pump monetarist". Indeed, this is my own position, which can be described as classical, counter-revolutionary, "low church monetarist" or by any other words which convey the favour.

Technical monetarism is a more subsidiary set of ideas relating to means. It normally states that there is some stable or predictable relationship between some measure of the money supply and total spending or Nominal GDP. Nothing very much depends upon it except how the Chancellor or the Governor of the Bank of England should state some intermediate objectives which the financial markets can monitor.

But because of the resurgence of inflationary pressures at a time when the monetary aggregates have been rising, there has been a resurgence of technical monetarism. How justified is this resurgence?

Many of its proponents, especially in the City, look at too short a time-scale. Even the period since 1979 shown in the chart is too short for the most tentative conclusions. It does, however, coincide with the advent of the Thatcher Government; and a problem about going back earlier is that there was then a specific penalty on the growth of interest-bearing bank deposits, known as "the corset". The effect was to massage the numbers. It is therefore best to start a simple survey in 1979.

Another question is how to judge the impact of monetary change. In the end it seems best to use an indicator of prices for what Nigel Lawson calls "judge and jury" - not least because the claims of technical monetarism are most often both put forward and opposed in terms of their impact on inflation.

There is still, however, the problem of which inflation indicator to use. In the end I fall back on the Retail Prices Index, with mortgage interest removed. The omission of mortgage interest makes a lot of erratic movements or "noise" at the cost of slightly understating the average inflation rate of the last few years.

More seriously, the modest upsurge shown in 1988 by the adjusted RPI falls to make allowance for the suppressed inflationary pressure which has been deflected into imports and shown up in the current deficit instead.

There is, however, no way of automatically reading a chart without using common sense and one's knowledge of the history of the period. The same limitation would apply to a more formal econometric exercise, except that the snags would be hidden in the equations. With these explanations out of the way, we can examine the two topmost lines of the main chart, M3

and M4. These plot what is known as broad money. M3 consists basically of notes and coins plus bank deposits. It is closely related to Sterling M3 which was used for the monetary target in both the Denis Healey and the early Geoffrey Howe periods. M4 contains building society deposits as well, which are increasingly treated as money for practical purposes.

The chart shows M4 to be subject to smaller swings than M3. But this does not matter if we take more seriously those swings that do occur. It can be seen that both broad money measures were flashing warning signals throughout 1986-87 as well as 1988. M3 did so flamboyantly and M4 did so in its own quieter way.

But before awarding the victory laurels to the advocates of broad money, anyone with the slightest regard for history will want to look back a little further.

The British Treasury's disenchantment with M3, and broad money generally, goes back to the 1980-81 period. This saw not only a sharp decline in inflation, but the severest recession of post-war history. Yet so far from giving the 18-month warning of these events expected from the monetarist literature, both M3 and M4 had growth rates which remained high above

target ranges until the end of 1981. The boy who cries "wolf" falsely is not believed on another occasion when there really is a wolf; and a like fate was suffered by the broad monetary aggregates. (It was incidentally the experience of the early 1980s which sparked off my own paper, *How to End the Monetarist Controversy*, which argued for a shift of emphasis from intermediate monetary objectives to more final ones such as Nominal GDP.)

It is not enough to stick to black box explanations, that is, explanations which look at statistical regularities without trying to understand them. The Treasury's reason for downplaying broad money was that, in a world of lower inflation and higher real interest rates, as well as financial innovation, people would want to increase the ratio of liquid assets to income, and that there was therefore no inflationary danger in so doing. In monetarist language, velocity was falling.

This explanation may have been true of the early 1980s. Unfortunately, in the latter part of the decade bank credit - which was the counterpart to the increase in deposits - was used, not to purchase financial assets, but to buy property and, above all, houses. People felt richer because of the

appreciation of their property; the so-called wealth effect. In addition, parts of what was meant to be mortgage lending was diverted to other consumer spending; so-called equity withdrawal.

These post hoc explanations do not resolve the matter. Who knows whether the next episode of rising broad money growth will be more like 1980-81 or 1987-88? Or how should we react to a decline of any hypothetical size in these aggregates in the months ahead?

Before moving on to the Treasury's current favourite, M0, a word about other fancied aggregates. An example is "non-interest bearing M1." This is meant to be a measure of transactions balances, containing only hard core current accounts. Unfortunately, the spread of interest payments and other financial changes have wrought such havoc about other fancied aggregates. An example is "non-interest bearing M1." This is meant to be a measure of transactions balances, containing only hard core current accounts. Unfortunately, the spread of interest payments and other financial changes have wrought such havoc about other fancied aggregates. An example is "non-interest bearing M1." This is meant to be a measure of transactions balances, containing only hard core current accounts. Unfortunately, the spread of interest payments and other financial changes have wrought such havoc about other fancied aggregates.

Thus, we fall back on M0. This is sometimes called the monetary base - a name which misleads monetarists, especially outside the UK. Over 90 per cent of M0 consists of notes and coins in the hands of the public and is not the base of anything. Nor does it cause anything to happen,

irrespective of whether the demand for it is interest-sensitive or not. The amount of notes and coins responds to the public demand for cash.

The use of M0 is simply as a spot indicator of Nominal GDP, especially valuable when national income statistics arrive with a considerable lag, as well as being flawed. M0 has basically nothing whatever to do with technical monetarism and is one economic indicator to take its place with the others.

Be that as it may, it performed less badly than the other aggregates over the 1980s. In particular it showed up the severity of the 1980-81 squeeze. But its record is still quite mixed. To take but two examples: M0 gave a completely spurious warning of an inflationary upsurge in 1982-83; and it gave little warning of the present inflationary resurgence.

The contention that staying strictly with M0 would have saved the Chancellor from his so-called error in sticking to a DM 3 sterling objective in early 1988 is repudiated in the inset chart. Here we see that the six-monthly rate of increase of M0, which devotes of that measure asked us to look at then, were actually tending downwards until the March and April figures, published

with the domestic monetary ones. The movement of either the sterling index, or sterling against the D-Mark, indicates clearly the main turning points (although it would be highly misleading for fine tuning, which is in any case not possible).

Sterling gave a very clear indication of the severity of the 1980-1981 squeeze when it shot up above DM 5. It then embarked on a prolonged fall to reach DM 2.8 in early 1987, just before the Louvre Accord. The rise that has since taken place is pretty modest by comparison. Lawson's error, if there was one, was not to halt sterling's decline at, say DM 3.5, because of the erroneous prevailing belief that the oil price collapse required and justified an offsetting sterling depreciation.

If the UK links sterling to the D-Mark, the rate of inflation for traded goods will approximate to the German rate. This would have happened eventually even at the former DM 3 target, after a period of domestic turbulence reflecting events in the housing and credit markets. The approximation will occur more quickly with sterling in the DM 3 to DM 3.3 range.

Credit Suisse correctly points out that, in contrast to 1980, UK profit margins are at a record, and the economy can absorb the pressure from a high exchange rate without any investment slump or other catastrophe.

But this still does not mean that the sky is the limit or that it would be anything other than ridiculous to follow M0 slavishly, irrespective of sterling.

The Credit Suisse authors, under the influence of an over-romantic view of Sir Alan Walters as economic dictator, foresee a long-term appreciation of sterling. The argument is based on the influence of the non-traded sector - dominated by services - where measured productivity rises more slowly. Mere stability of sterling against a zero inflation currency would produce an overall inflation rate averaging around 3 per cent. This is better than anything the UK has managed to sustain.

If the Government wishes to do better, by all means let it try. Such an attempt is still consistent with an exchange rate policy but one that would require an average annual appreciation of 3 per cent against the D-Mark. If you believe that this is the outlook, even allowing for the D-Mark's present relative weakness, you will believe anything.

The general conclusion that emerges is the need for a strict framework rather than nominal adherence to particular monetary relationships, which are likely to break down. There can be a framework that gives some weight to the exchange rate and some to Nominal GDP. Problems arise - and market participants start to behave like rats in a maze - when the nature of the mix is unclear and depends on the balance of personalities at the top of the Cabinet.

LETTERS

In deep waters

From Mr C.G.B. Turner.

Sir, The December 30 statement by Mr William Courtney, chairman of Southern Water, "quoting" views expressed in the 1988 report of the Monopolies and Mergers Commission (MMC), like other recent "quotations" by Southern Water is not in accordance with the facts.

Mr Courtney, having expressed the view that "customers would benefit more from a closer association of the water companies with Southern Water than from them being acquired by outside interests", then goes on to say: "a view reinforced by the conclusions of the MMC 1988 report." The MMC expressed no such view, as of course no question of "acquisition by outside interests" was in question at that time.

What the MMC's report (paragraph 2.36) said was: "Southern Water Authority (SWA) estimated for us that in its view annual savings of some £2m to £2m (out of total costs of some £50m on water supply for SWA and the companies together) would be possible if it assumed the responsibility for water supply over the whole region. While this figure appears not implausible, we have been unable, as we have noted, to test it in detail or give time to the companies to contest it."

There would no doubt be transitional costs and we are aware that expected economies of this kind do not always accrue in practice. Our tentative conclusion is that some worthwhile economies might be obtainable from giving SWA full responsibility for water supply in the region, but these would need to be measured against what might still be strong local preferences for retaining the companies.

* This statement refers to no fewer than six different companies. It is surely a clear indication of the reliance that can safely be placed on the statements of Southern Water, and an excellent reason for Eastbourne Water shareholders to ignore the gratuitous advice offered in the press announcement.

C.G.B. Turner, Eastbourne Water, 14 Uperton Road, Eastbourne, East Sussex.

'Fortress Europe is a myth'

From Mr Horst Kreuzler.

Sir, There are certain myths which, even if already decisively rejected, tend to reform, either in their initial form or in a new shape. One concerns the alleged unfairness of the European Community's dumping calculations.

The allegation is made that the EC's methodology does not make economic sense, and is biased against the exporter. The spectre of a Fortress Europe, with ramparts facing Asia, is being evoked. This is, of course, a misrepresentation of EC anti-dumping policy.

Contrary to what is alleged, the Commission's anti-dumping legislation is not manipulated according to the exporting country involved. It is applied uniformly in all cases, irrespective of whether the exporter is in Asia, North America or elsewhere. It has now been applied for 18 years.

Since 1980 more than 390 anti-dumping investigations have been opened, of which 27 have concerned Japan. There have only been four proceedings (ball-bearings, electronic typewriters, photocopyers and cameras) where significant duties have been imposed, and in three important cases (titanium, microwave ovens and cellular mobile radio telephones) no action was taken.

The value of trade for all products affected by all anti-dumping duties imposed against Japanese imports was negligible in 1980, and amounted to approximately 2 per cent in 1987 and the first half of 1988. During the same period, exports from Japan to the EC have continued to increase, from Ecu (European units of currency) 14bn in 1980 to Ecu 35bn in 1987.

It is this practical evidence that warrants the allegations that the EC is constructing a Fortress Europe with its ramparts facing Asia, or that anti-dumping is now the centre of Far East trade policy?

The astounding allegations made in recent articles in, and correspondence with, your newspaper should not be allowed to distort the reality of the EC's dumping policy. As former EC Commissioner Willy de Clercq has already explained ("Fair practice, not protectionism", November 19), it is incontestably by far the most liberal of all world trading groups. Criticism is being

particularly concentrated on one aspect of EC methodology: the treatment of those situations where the exporter is selling through a legally independent but economically related subsidiary within the EC.

In most anti-dumping proceedings, including those involving Hong Kong, Taiwan, Brazil and state trading countries, this problem is not encountered. Where it has been - as in the consumer electronics sector - it has frequently had little or no impact on the eventual level of imposed anti-dumping duties.

This is because of the particular feature of the EC's anti-dumping policy which generally does not apply duties corresponding to the full margin of dumping found, but limits the amount of duty to a level sufficient to remove the injury caused to the EC industry.

This has led to duties being imposed at levels lower than the calculated dumping margins in practically all the anti-dumping proceedings concerning Japan.

I do not wish to bore your readers with a detailed account of the EC's calculation procedures of dumping, or the presentation of an ingenious diagram. Nevertheless I must comment on the technical aspects of the allegations made against the EC's methodology.

The first argument made is that no dumping should be found when a Japanese producer markets its product at identical prices in both Japan and the Community.

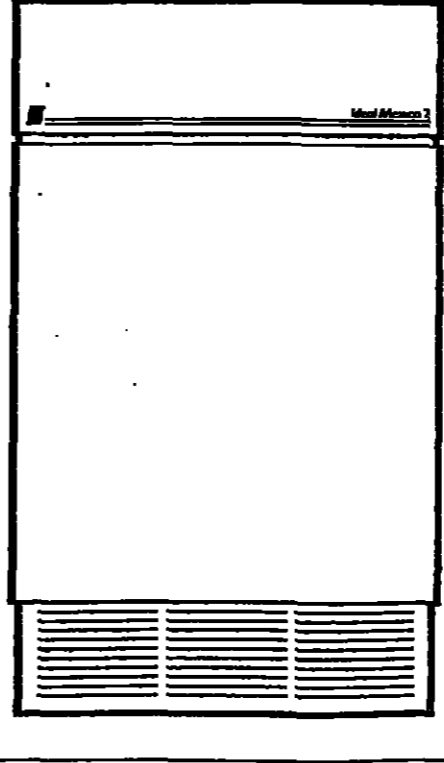
This idea ignores simple economic sense and the Gatt (General Agreement on Tariffs and Trade) definition of dumping.

Economically speaking, dumping occurs where a producer, because of a certain isolation of his market, indulges in price discrimination between his domestic and foreign customers. Any such price discrimination cannot be measured by comparing price levels on two totally different markets. In fact, the conditions of competition prevailing on these markets - which may be separated by great distances - can vary substantially, because of different structures, distribution and taxation systems.

For this reason, Article VI of the Gatt states that dumping occurs where the domestic price (or cost of production) of a particular product is higher

IMPORTANT ANNOUNCEMENT

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Our policy of constant rigorous quality control has identified a faulty component in a number of Ideal Mexico 2 Central Heating Gas Boilers manufactured since July 1988. These boilers can in certain circumstances prove hazardous if not rectified.

If you have an Ideal Mexico 2 Boiler (as illustrated) which has been installed at any time since the 31st July 1988 ring urgently now on Freephone 0800 500239 at our expense and we will send a Service Engineer to check out your boiler and carry out any modification necessary.

To repeat: This notice only applies to Mexico 2 boilers but if you are in any doubt please contact the number listed in this Statement.

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It's a £9 million business, and following a period of growth in activities, we are now looking for an experienced accountant to strengthen our finance team.

The successful applicant will either be professionally qualified or have extensive experience of accountancy and exchequer services. In addition to standard accounting procedures, which include controlling the exchequer and paymaster function and improving our financial systems you will be managing the finance team and also have further responsibilities as a member of the Divisional Management Team.

An appointment may be made on a full-time, part-time or fixed term basis, and we will also be prepared to consider job-share arrangements.

For an information pack and application form, please contact Claire Biggs, National Health Service Training Authority, St Bartholomew's Court, 18 Christmas Street, Bristol BS1 5BT. Tel: 0272 291029.

Application forms should be completed and returned by 3rd February 1989, as it is anticipated that interviews will be held in mid-February.

NHSTA is aiming to become an equal opportunities employer.

NHS Training Authority



ACCOUNTANCY COLUMN

Growing pains cause distress for Andersen

By Richard Waters

WHEN a chief executive and his entire board resign it is usually a sure sign that an organisation is in trouble. Not so with Arthur Andersen, the world's second largest accountancy and consultancy group.

Mr Duane Kullberg and his 18-man board, who stepped down en masse at the beginning of this month, were the victims of Andersen's success, not failure.

Their successors, to be elected within two months, will stand or fall by their ability to handle the pressures that come from running a rapidly growing, highly profitable \$2.8bn (£1.6bn) international business.

Andersen has grown giddily on the back of its information technology specialisation, but failed to adapt its organisation to match its new skills. The problems erupted publicly in resignations of senior consultants last year.

Also, and less publicly, Andersen's centralisation in the US has been causing dissent. Although legally based in Switzerland, Andersen has always been firmly controlled from Chicago, and non-US members of the international partnership have begun to balk at this.

The firm's leaders have failed to notice how the international balance of their organisation has shifted, complain those far from the centre: more

audit business is now done outside the US than within it; more audit work is referred into the US from elsewhere than is referred out from the US (such flows of referred work are one measure of the dependence of one part of a firm on another); and consultancy income outside the US will probably exceed that earned within it for the first time this year.

As a result, the centre of Andersen has shifted from its traditional core partners - US accountants. According to Mr Don Hanson, a British accountant on the old Andersen board, the firm has now more than compensated for failing to recognise this before.

"Americans may sometimes be slow to notice developments outside the US, but when they do, they go overboard to recognise it," he says.

Recognition has come in the form of a new composition for the board and a new structure to allow the different parts of the business, and the different geographical regions, more control.

The new board will symbolise this. US accountants occupied eight of 18, or almost half, of the seats on the old board; they will have only five members on the newly-elected 24-person board.

The rest will be divided by region and by discipline, giving consultants, accountants and tax advisers from different regions their own board representation. This is intended to protect the interests of minorities within the firm.

"We have got away from the oppression of the majority," says Mr John Skerrett, a member of the 16-member task force set up last autumn to devise Andersen's reforms.

But will the new arrangements solve Andersen's problems, and will they become the model for other firms, as Andersen predicts?

This will depend on a number of factors, which include: ● The ability of the new chief executive to mediate between the diverse interests in the firm.

Mr Kullberg, who has held the job for almost 10 years, has attempted to rule by consensus. The fact that a man with great diplomatic skills, who was widely respected by his fellow partners, but who has nevertheless failed, bodes ill for his successor.

If anything, the job will be harder: the next chief executive will have below him a new head of consultancy and a new head of accounting, each with almost total control over their respective parts of the business. The overall leader will be balanced precariously between the two.

For instance, what happens if they start to compete? Each side is likely to have the same

ambition, to seize the high ground of strategic advice. This would give them the ear of the chief executive of a client company, and is therefore the key relationship any professional adviser seeks to develop.

The accountants from their side will aim to offer advice on business strategy, while the consultants will offer advice on systems strategy. At some point these efforts will overlap: the ability of the chief executive to mediate at such times will be crucial.

A further problem arises when the commercial interests of the two sides conflict. The US Securities and Exchange Commission, for instance, does not allow consultants to go into joint ventures with companies audited by their partners.

For Andersen, or any other accountancy firm, this may inhibit joint ventures on large computer consultancy contracts, which are becoming increasingly common: the firm must decide whether to drop the audit to take on the consultancy work, or to continue the audit at the expense of the consultancy.

Making such a commercial decision will not be easy when the interests of accountants and consultants are diametrically opposed.

● The ability of Andersen to finance its development in the future.

Like other accountancy firms, Andersen claims to have a relatively under-gearred balance sheet. This policy is intended to leave a cushion for lean years, allowing partners' incomes to be maintained if necessary out of their own capital if times get hard.

However, a number of forces are likely to put an increasing strain on that capital: rapid growth over a number of years is beginning to eat into working capital; Andersen is starting to move into capital-intensive industries (like facilities management, which involves taking on and running a customer's entire computer facility); and consolidation in the information technology market - this could force Andersen into a race for growth involving acquisitions of other businesses.

Andersen's partnership agreement also allows it to raise only half as much debt as its outstanding partners' equity. This rule is expected to be relaxed to allow borrowings to equal equity.

And financial pressure is likely to force Andersen's consulting group to take in outside equity. At that time, the firm will face its biggest problem of all: how does it sort out the ownership of the different parts of the business when the partnership as a whole currently owns it all?

ACCOUNTANCY APPOINTMENTS

Director & Group Controller

£35,000 + car + bonus

N. London

Our client, a highly successful international company, seeks to appoint a financial controller for one of its product groups. With a turnover approaching £100m, the product group manufactures a wide spectrum of engineering products, and operates through a network of autonomous subsidiaries in the UK, Europe and United States.

Reporting to the Group Chairman, the controller's primary task will be to help local management achieve their commercial objectives. This will necessitate gaining full understanding of each unit's business and becoming involved in the development of financial and management information systems, ensuring compliance with group policies, assisting local management in the training and career development of finance staff, liaising with external advisers and taking a significant role in the formulation of acquisition strategy.

Aged 30-40, the controller will be a chartered accountant who can demonstrate technical strength, commercial feel and good communications skills. The successful candidate will have had proven industrial experience, and the position demands someone with maturity and balance to lead by example.

Please write in confidence, quoting reference 7337, to: David Kennedy, Clark Whitehill Consultants, 25 New Street Square, London EC4A 3LN.



CLARK WHITEHILL
Executive Selection

DIVISIONAL FINANCE DIRECTOR (Designate)

NORTH HUMBERSIDE c £28,000 + car + bonus + relocation

This position represents an outstanding opportunity and an exciting challenge to join this highly successful manufacturing division of a well respected company with a turnover in excess of £150m.

Reporting to and working closely with the Managing Director, the Divisional Finance Director (Designate) will be responsible for the total financial management of the Division, but can expect considerable exposure to general commercial management with an element of overseas travel.

The successful candidate will be able to demonstrate a successful career profile to date gained within a process/manufacturing environment and will be an effective communicator at all levels. An ability to advise and influence the commercial decision making policies of the company is an important pre-requisite.

Applicants should be ambitious and self motivated qualified Accountants seeking a demanding and challenging position where hard work and commitment will be well rewarded in terms of earnings potential.

For further information please contact Tricia Richardson, Regional Manager, quoting ref 89/1216 FT at Daniels Bates Partnership Ltd., Stonefield House, 16-20 King Edward Street, Hull, HU1 3SS or telephone her on (0482) 26382.

Daniels Bates Partnership
PROFESSIONAL RECRUITMENT

Sales Financing Management

Rolls-Royce plc is a world leader in the design, development and manufacture of gas turbine engines for a wide variety of civil, defence and commercial applications.

Our success in world markets is powered by the most advanced technology, the pursuit of engineering excellence and our aggressive business and marketing plans.

Increasing market activity has now created this opportunity for an experienced Sales Finance Manager to join our international marketing team. As a senior member of the team you would play a key role in the development and negotiation of fully integrated finance packages which are essential to our marketing strategy and sales campaigns to multi and international clients.

To apply, you must have considerable knowledge of the aerospace, defence or similar industry and the financing techniques employed in high value contracts. You must also be totally conversant

with the legal, financial resourcing and export aspects of sales financing.

It is highly likely that your background will include a degree and/or professional qualification, relevant commercial experience and a proven record of negotiating at the highest level of management.

The position, whilst based at Derby, involves considerable time being spent in London and some overseas travel.

The remuneration package is very competitive and the range of benefits reflect the seniority and importance of this appointment. A company car is provided and where necessary a financial relocation scheme is available.

To open up a dialogue or to apply, please forward a comprehensive cv to:

Charles Harrison, Rolls-Royce plc, PO Box 31, Derby DE2 8BJ. The post is open to men and women.



ROLLS-ROYCE plc

A Non Routine Financial Role in Product Development

Senior Financial Manager

£40,000-£50,000 + Car + Benefits

Our client is a major US Bank committed to innovation in the financial markets.

They are looking for a strong conceptually minded accountant to take responsibility for an expanding Product Support Group (currently 10 qualified accountants). The group provide vital consultancy services for business and financial management, essentially in accounting, risk management and systems relating to new product development. This involves constant liaison with the front office primarily in the Treasury derivative product area, but also in corporate finance, capital markets and other banking businesses throughout Europe.

The ideal candidate will be an ambitious ACA aged early/mid 30s, combining first class technical skills with strong management abilities. You should have had exposure to financial products (ideally derivative instruments) gained either from within, or as a consultant to, a financial institution, or major Treasury Department.

This position represents an outstanding opportunity for a talented ambitious professional who needs the stimulus of a challenging career within a first class institution. The organisation has an excellent record for promoting staff into both financial and business orientated roles.

Interested candidates should contact Suzie Mumma on 01-248 3653 (or 01-673 2549 evenings/weekends) or write, sending a detailed CV to the address below or use our confidential fax line on 01-248 2814. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ



Tel: 01-248 3653

CONSULTANTS IN RECRUITMENT

F.D. DESIGNATE

W. London/Middx c£25,000 + Car + Options
This expanding publishing company which is committed to substantial growth has a broad portfolio of established and profitable business magazines. To help achieve a stock market listing within five years, a qualified accountant is required to take responsibility for all aspects of finance and to work closely with the Board in developing the business. Excellent role. Ref: JB

FINANCIAL STRATEGY

Middx £23,000 + Car
This is an excellent opportunity for a young accountant to join the small Headquarters Strategic Planning team of this leading fast moving consumer goods group. You will be involved in acquisition appraisals, market analysis, and running the corporate model. Superb opportunities for career progression. Ref: FC

STRATEGIC CONSULTANCY

City £28-32,000 + Car
We are seeking experienced professionals for this leading Services Department of the Commercial Services Division of a major financial institution. With strategic planning at the heart of their services you will be responsible for providing support to clients in Corporate Finance, business planning, fundraising, MBO's and acquisitions. Ref: FB

YOUNG ENTREPRENEUR

C. London £25-30,000 + Car
Our client, a small and rapidly expanding PLC, is recruiting for an entrepreneurial accountant to work alongside the Chief Executive. Your brief will be to target and research undervalued companies and conduct acquisitions from initial analysis through to final stages and subsequent integration into the group. Ref: HF

INTERNATIONAL M & A

City £25-30,000 + Benefits
This top merchant bank seeks a young qualified ACA of the highest calibre, to join their mergers and acquisitions team. Working with top quality experienced corporate financiers you will be involved in a full range of international and UK deals. An excellent introduction to international finance and the merchant banking world. Ref: JB

For a confidential discussion on these and other appointments call John Bowman or Paul Goodman on 01-387 5400 (out of hours on 0474 874473/01-445 0666).

CORPORATE FINANCIER

City £Neg. £Neg.
Our client is a dynamic and expanding group of professionals providing an independent resource to companies seeking corporate finance advice. They now seek a further experienced corporate financier, with an innovative and entrepreneurial approach, wishing to execute deals and become actively involved in the development of the business. Ref: NW

INTERNAL AUDIT

City c£24,000 + Benefits
This entrepreneurial US investment bank has a small high calibre audit team responsible for audits and special investigations for senior management. They seek an additional business orientated person with the ability to relate to the managers and the ambition to build a successful career in financial services. Ref: DS

RISK MANAGEMENT

City c£25,000 + Car + Mtge
This leading US Securities House is totally committed to strength and expand their international operations and seeks a young top calibre qualified accountant. Supporting the dealers and responsible for managing the risk you will ensure FX and funding requirements are met and therefore liaise closely with the USA. Ref: DR



DRAYTON HOUSE, GORDON STREET, BLOOMSBURY LONDON WC1H 0AN TELEPHONE 01-387 5400

Financial Control Analyst

£27,000 + Car City

This is an opening for a recently qualified graduate Chartered Accountant with a flair for interpreting financial data and identifying the underlying issues. The role, at Corporate Centre in a major financial services group, has been structured to provide a range of experience appropriate to an accelerated career within the organisation.

The responsibilities include analysis and interpretation of group results and preparation of critique and commentary for the main Board; review and analysis of budgets and forecasts and development of forecasting models; capital expenditure and acquisition analysis and post-acquisition reviews; competitor analysis and interpretation; and a range of ad hoc projects concerned with key P&L and balance sheet issues.

Applicants should combine a first class academic and professional training record with the commercial acumen, presentation skills and drive to exploit a fast track opportunity in a rapidly evolving environment.

Please reply in confidence quoting reference E152 to:

Margaret Mitchell FCCA
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 01-240 7805

Mason & Nurse
Selection & Search

International opportunities

FINANCIAL AUDITORS D.P. AUDITOR

Salary range £18-£24,000

Fisons is a UK multinational with an outstanding record achieved through organic growth and the strategic acquisition of new businesses. Operating in Pharmaceuticals, Scientific Equipment and Horticulture, over 80% of sales are overseas.

The Internal Audit team plays an important role in the Group's continued success and is seen as a key source of future international line managers. Recent promotions in fact have opened up new opportunities for suitably qualified candidates to join the team.

For the Financial Audit vacancies, candidates will be recently qualified accountants or finalists with experience gained in an international accounting practice or a sizeable manufacturing company.

For the DP Audit vacancy, candidates will be able to demonstrate a working knowledge of both the operational and internal control requirements of sophisticated computer systems. This experience may have been gained as a DP Manager in a commercial environment or as a DP specialist in the auditing profession.

All candidates should possess the confidence and interpersonal skills required to communicate effectively with senior Group personnel, line management and external auditors.

Successful candidates will have the ability to operate with minimum supervision and be prepared to travel for up to 75% of the time. Assignments could include USA, Canada, Australia and South America, as well as Europe. The appointments are based at Group Headquarters in Ipswich, the County town of Suffolk. In addition to excellent career development opportunities, Conditions of Employment include: Profit Sharing Bonus, Contributory Pension Scheme, Health Care provision and relocation expenses where appropriate. A Company car may be available for the senior appointment.

If the positions are of interest to you, please send a detailed C.V. to
Brian Barrett, Personnel Services Manager,
Fisons House, Princes Street, Ipswich, IP1 1QH. Telephone: 0473 232525.

FISONS

RECENTLY QUALIFIED ACCOUNTANT

W12 £25,000+Benefits

An exciting opportunity has arisen at this well-established yet expanding financial services company with diverse interests including unit trusts, pensions, life assurance and mortgages.

Your varied role will encompass financial and management accounts, project work, statutory returns and spreadsheet modelling (Lotus 1-2-3). As you will be supervising 13 staff, sound communication skills are essential.

You should be newly or recently qualified, micro-computer literate and possess strong analytical skills. If you can meet the requirements of this challenging position, telephone or write quoting: Ref JW5/D.

AN INVITATION TO A CAREER OPPORTUNITIES VENUE IN WINCHESTER

Come along on Saturday 21st January between 9.30 and 12.30 and find out about regional appointments currently on offer to qualified and experienced accountants.

Our locally based consultants will be on hand to discuss in confidence your next career move at The Saxon Hotel, Worthy Lane, Winchester.
Contact our Southampton or Andover office for further details.

BATH COLLEGE
OF HIGHER EDUCATION

EXCITING NEW VENTURE

£21,000

Bath College of Higher Education has recently been incorporated as an independent body. Future prospects are excellent for this new organisation because of a strong portfolio of courses set in highly attractive sites all within the general location of Bath. It also offers an exceptional opportunity to a young qualified accountant in a key position as Financial Controller.

You will have responsibility for establishing a finance department with management reporting procedures and for developing new computerised systems. You will also have the energy and enthusiasm to significantly contribute to the development of this new enterprise.

Salary is negotiable around the figure indicated according to qualifications and experience. Please send a full curriculum vitae, in strict confidence, to:-



Accountancy Personnel
Placing Accountants First

Hays

A HAYS PERSONNEL SERVICES LIMITED COMPANY

INTERNAL AUDIT MANAGER

c. £28,000 package

National & Provincial, already a substantial player in the financial services field, has far reaching growth plans for the future. Audit Services has a key role to play in the management of our growth, and we are looking for an Internal Audit Manager with special qualities to join our enthusiastic and dynamic team.

As Internal Audit Manager you will utilise your specialist audit knowledge in the evaluation and development of new systems. Your involvement will be from the earliest stage of the development life cycle and you will act as interface between I.T. and user departments.

The successful candidate may either already hold a position within systems development, or as a high-calibre auditor who has had exposure to the computer audit environment and is keen to progress further, we are prepared to support you in your development within this role.

The qualities that you must bring to this role are significant experience and achievement within the profession of audit, possess excellent planning, negotiation and man-management skills.

Ideally you should be a graduate Accountant, with experience gained in the profession or wider commercial environment.

The role provides career opportunities for the right individual in a sector experiencing rapid change, growth and challenge. Salary package is as indicated which includes a company car, immediate concessionary mortgage facilities, company bonus, attractive contributory company pension scheme and additional benefits associated with a large financial institution.

If you are interested in this vacancy, please send a detailed CV to Dean Marston, Recruitment Manager, National & Provincial Building Society, Provincial House, Bradford BD1 1NL. Tel: (0274) 733444.

The Society is an Equal Opportunities Employer

MAKE A BEE-LINE FOR N&P!



**NATIONAL & PROVINCIAL
BUILDING SOCIETY**

ASSISTANT TREASURER

Circa £28,000 + car

Lex Service PLC is an international force in automotive distribution and retailing, contract hire and electronic component distribution, with an annual turnover approaching £2 billion and with a record of continuing growth and profitability.

Our success is based upon a commitment to, and from, our people at all levels in a culture where individuals drive their own careers through their performance.

Effective international treasury management is essential to the implementation of our growth strategy and this is reflected in the demanding nature of this job.

Working at our Head Office in London, the Assistant Treasurer will complete a small, high-calibre team led by the Corporate Treasurer, and will be responsible for a wide range of Treasury tasks with emphasis on cash management, planning, administration and support services.

For the successful applicant, in addition to a competitive salary there will be a full range of benefits including a wide choice of executive car, BUPA and a non-contributory Pension scheme.

The right candidate is likely to be a Graduate, at least 30, with several years' relevant experience, probably in a corporate Treasury and possibly with an accounting or clearing bank background. Familiarity with computer applications will be an advantage. An eagerness to take and justify decisions is essential and above all, applicants must have the personality to communicate and to contribute in all senses to the team.

For further details please telephone Chris Jones, Personnel Development Manager, Lex Service PLC, on 01-723 1212, or write to him at 17 Connaught Place, London W2 2EL with a full C.V. and a covering letter.

FINANCIAL DIRECTOR ADVERTISING

Central London

Early 30's

£35,000 + Car

As a highly autonomous part of a top twenty advertising group, our client is continuing to develop its reputation as one of the most innovative London agencies.

In anticipation of an exciting period of strategic development and the continued growth of UK billings, there is an immediate requirement for a key individual to join the senior management team.

The Financial Director will be highly independent and will report to the operating company board. With complete responsibility for the financial and administrative functions, this individual will also

provide the planning and commercial expertise that will allow them to make a positive contribution to the agency's development.

In order to meet the demands of this position, the successful candidate will be able to demonstrate an impressive post-qualified track record within an advertising environment.

This role will appeal to an ambitious and confident Controller with the technical ability and interpersonal skills to make an immediate contribution, and grow with the company into the 1990's.

Interested applicants should telephone Tim Musgrave on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7EP
Telephone: 01-437 0464

DTE Director of Finance

Increasing Financial Returns From
Technology Exploitation

Milton Keynes

c. £35K + bonus + car

Defence Technology Enterprises (DTE) is a unique company backed by blue chip City institutions. DTE already enjoys privileged rights to exploit MOD research and is now diversifying its technology sources. A substantial number of exploitation licenses have been granted and the company is embarking on a further growth phase.

To achieve this, DTE is preparing to raise further finance from existing backers and new sources for investment in new projects. To play a leading role in achieving commercial goals, a Director of Finance is sought who, in addition to managing well established accounting and management reporting systems, will:

- Develop business plans and strategies.
- Raise funds for company expansion and major projects.
- Contribute to the creation of start-up companies and joint ventures.
- Participate in company investment decisions.

The ideal candidate will have a strong corporate finance and business analysis background as well as venture capital experience. Accounting experience, preferably in high technology business, would be an advantage. Reporting to the Managing Director, he or she is likely to be a qualified accountant or MBA in the age range 30 - 40 with a creative, entrepreneurial approach.

The benefits package includes a salary around £35,000, performance related bonus and car. Relocation assistance may be available.

Write in confidence to John Gregory at John Courts and Partners, Selection Consultants, 855 Silbury Boulevard, Central Milton Keynes MK9 3RD, demonstrating your relevance clearly and quoting 5187/PT. Both men and women may apply.

JC&P Management
Selection and
Search
London, Milton Keynes, Winslow

GROUP FINANCIAL CONTROLLER

£35k + CAR
VICTORIA

The Focus Group of companies is a young, rapidly expanding enterprise in the area of magazine publishing and exhibition management. It is committed to continued growth both organically and by acquisition and to this end has established the financial support of a major public company.

The requirement is for a Group Financial Controller reporting to the Group Financial Director. Candidates must be qualified accountants with a successful track record, ideally in the publishing field, excellent communication skills and a high level of commercial acumen and the necessary qualities to develop computer based accounting and management information systems.

Applications in writing please to:

FOCUS INVESTMENTS
Magazines - Events - Marketing

Brendan McGrath
(Group FD)
Focus Investments
Ltd
Greencoat House
Francis Street
London SW1P 1DG

Financial Controller

Gloucester

c.£30,000 + car & benefits

This established organisation involved in the provision of an extensive range of products and services for both the agricultural and retail industries is looking to improve its already strong market position. With current annual turnover approaching £90m, future plans include further acquisitions, additions to the product range and enhancement of computerised administration systems.

Operating as a key member of the senior management team you will report directly to the Chief Executive. You will have a challenging role - planning and co-ordinating all financial, accounting and forward budgeting activities, reviewing strategic options and actively contributing to growth. You will be supported in these tasks by an already effective accounts department.

You will be a Qualified Accountant, preferably Chartered, in your late thirties - strong in financial management whilst commercial in

business outlook. Practical experience will have been gained in industry or commerce. Drive, enthusiasm and a flexible approach are essential qualities.

The remuneration package, which includes a quality company car, reflects the importance of this senior position. Opportunities will exist for further career development and progression.

Please send full personal and career details in confidence to Stephen Bailey, quoting reference 6002/FT on envelope, letter or fax (021-200 2829).

Deloitte Haskins + Sells
Management Consultancy Division
35 Newhall Street, Birmingham B3 3DX

SENIOR INSOLVENCY MANAGER

LEONARD CURTIS & CO (LONDON) are looking for a high calibre applicant who must be fully experienced with particular reference to administrative receiverships and creditors' voluntary liquidations. A full market rate package is offered. All replies will be treated in the strictest confidence.
Write Box A1109, Financial Times, 10 Cannon Street, London EC4P 4BY

FINANCIAL CONTROLLER

£16,000 +
PUBLIC COMPANY SERVICE SECTOR MUST HAVE MANAGEMENT EXPERIENCE URGENT
Tel: 255 1879

AUDIT POSTS

c.£30,000
Audit Managers & PA's sought by respected medium to small firms of Chartered Accountants in Central London.
Please contact: David Paton on 01-580-5522, alternatively write to, Executive Search Division, Hynes Associates Ltd, Wells House, 77-79, Wells Street, London, W1P 3RE.

FINANCE DIRECTOR DESIGNATE

Southampton c.£30,000 + car + bonus

Our client is a privately owned travel agency and tour operator with its head office in Southampton. Significant expansion is anticipated over the next few years and a finance director is required to assist the managing director in the proper control of that growth and in the exploitation of new business opportunities.

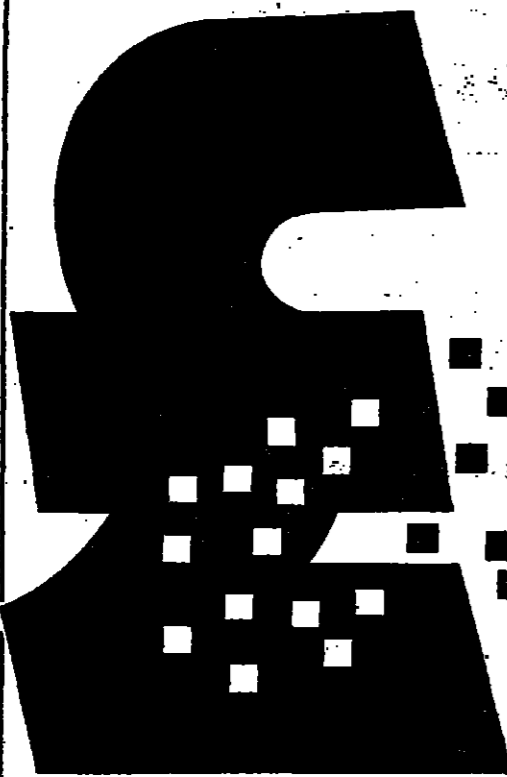
Responsibilities within this newly computerised environment will cover the whole range of financial reporting and control with a strong emphasis on money management. Promotion to full finance director is anticipated within twelve months.

Ideal candidates for this position will be qualified accountants with four or five years experience to a controllership level in a fast moving but highly disciplined consumer service environment. Extensive general management involvement will be required and appropriate skills will be essential.

Please send brief personal and career details, in confidence, to Douglas GMizon quoting reference F/929/M.

Ernst & Whinney
Executive Recruitment Services
Becket House, 1 Lambeth Palace Road, London SE1 7EU.

IS YOUR CAREER DEVELOPMENT DUE FOR REAPPRAISAL?



The Scottish Development Agency generates a wide range of commercial, residential and tourism projects. These projects involve equity, loan and grant participation by the Agency. Examples of past projects include exhibition and conference centres, science parks and technology institutions.

We are now establishing an important new division within our Finance Directorate for the financial appraisal of these investments and projects and to forward plan our expenditure and funds.

An exciting opportunity now exists to head this team.

HEAD OF FINANCIAL PLANNING AND ANALYSIS

STARTING SALARY UP TO £28K

You will have knowledge or experience of the financial appraisal of projects including joint public/private sector ventures and investments. This will require well developed skills in investment appraisal and in the analysis of financial packages.

Reporting directly to the Director of Finance and Information, an immediate task will be to recruit key support staff to this new Division. A wide range of academic backgrounds would be appropriate but an MBA would, for example, be relevant. The critical requirements, however, will be your business aptitude and relevant experience.

This vacancy will provide an ideal career development move for a young manager seeking to work in an exciting and demanding environment.

We will offer the successful candidate an excellent benefits package with a starting salary negotiable up to £28K. Scope for progression beyond this will be considerable and will be performance related. Other benefits will include a pension scheme, a company car, a contributory index-linked pension scheme and, where appropriate, relocation expenses.
An Equal Opportunities Employer.

If you feel you can meet the challenge this position will provide, send a full CV to:
DAVID SWIFT, HEAD OF PERSONNEL,
SCOTTISH DEVELOPMENT AGENCY,
120 BATHWELL STREET,
GLASGOW G2 2JY.
Your application should be received within the next 14 days and should quote reference number FIN7/FT1.



Brewer Morris

Pure Taxation Recruitment

SENIOR TAX ACCOUNTANT

Up to £30,000 + CAR

TELECOMMUNICATIONS
Our client is an International Telecommunications group currently experiencing significant expansion. The head office tax function is at present six strong and is responsible for the tax affairs of the group worldwide.
They seek an A.C.A./A.C.C.A. with 2-3 years Corporate tax experience. The position will involve responsibility for UK and overseas compliance reporting to the group Tax Manager, and will demand significant input into ad-hoc projects such as advising on the group's expansion and restructuring.

TAX MANAGER

c.£50,000 + CAR + BENEFITS

INTERNATIONAL BANK
Operating in over 40 countries worldwide, our client ranks among the leading financial institutions in the world. The Group provides the range of retail and wholesale banking services as well as a worldwide merchant banking service.
As the most Senior European Tax Specialist, the Manager will formulate and implement regional tax policy, provide tax advice on all aspects of the regions activities and have total responsibility for 10 staff.
Suitable applicants will have c. 10 years tax experience and be an A.C.A., Solicitor, Barrister or Ex-Inspector of Taxes.

TAX ADVISOR

c.£28,000 + CAR + BENEFITS

UK PLC
This international retail group ranks among the UK's 40 top companies, with a turnover approaching £2 billion. The Taxation Department is responsible for the complete range of planning and compliance, and has a high profile within the group.
They seek an A.C.A. with c. 2 years corporate tax experience within an international firm, to work on a variety of ad-hoc projects including joint ventures, acquisitions, divestments and selected overseas work.

For further information contact
MARK BREWER OR NICKI CORNER
ON (01) 353 6405
or write to:
Brewer Morris, Ludgate House,
107 Fleet Street, London EC4A 2AB.

Personal Tax Specialist

Major International Practice
North of England

To £32,000 + car

Our client is a major international accountancy practice with an unrivalled reputation for excellence and is considered by many to be the leader in its field. Their client list includes many of the most influential PLCs and subsidiaries of overseas companies operating in the UK. Its style, culture and forward-thinking approach to both clients and its employees have resulted in significant expansion which has outstripped its rivals' performance in recent years. In this stimulating environment they are now seeking a high calibre Personal Tax Specialist.

This key role entails responsibility for a varied and complex portfolio of prestige clients. The planning content will be considerable and in many cases will involve elements of international taxation. A significant part of the appointment will be to continue to develop this area of the practice.

The successful candidate will be a qualified accountant or solicitor, aged 28 to 35, with at least three years' exposure to Personal Taxation which will have been gained in a public practice environment. Equally, fully trained Inspectors of Taxes with experience in a major accountancy firm will be considered.

In either event, applicants must possess self-confidence and imagination and be able to demonstrate excellent interpersonal skills. This is an exceptional opportunity supported by an excellent salary and benefits package. Long term career potential will be significant for candidates of the highest calibre and integrity.

If you are interested, please telephone Stuart Adamson, FCA or Graham Thompson on 0532 451212 or send your cv in confidence to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4EY.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

UK Financial Controller

Surrey

c.£30,000 + bonus + excellent benefits

Backed by a major plc, our client is the subsidiary of an international group, and a market leader in its highly competitive sector of the service industry. Annual turnover is running in excess of £250 million and there are ambitious plans for growth in the UK and in Europe.

Reporting to the Finance Director, you will be responsible for all aspects of financial planning and control in the UK businesses. There is a young senior management team and you will be involved in a variety of "ad hoc" projects as the business grows.

Probably around 30, you will be a qualified accountant with a strong track record in either the profession or in commerce. You must be able to communicate well with people at all levels and be thoroughly commercial in your approach. The potential for career and salary progression within this fast growing group is excellent.

Please write in confidence to John Cameron, quoting reference C114, at 84/86 Grays Inn Road, London WC1X 8AE. (Telephone: 01-404 5971).

CAMERON · SIMPSON
Consultancy · Search · Selection

THORN LIGHTING

MANAGEMENT ACCOUNTANT

S. Herts Border

c.£24,000 + fe car + bonus potential

With a turnover approaching £500 million and interests worldwide, Thorn Lighting are the UK market leaders in the design, manufacture and marketing of lighting solutions. A subsidiary of Thorn EMI, they are successfully implementing an intensive programme of overseas investment and acquisition.

An exceptional opportunity has therefore arisen within the International Division for an ambitious and proactive individual to make a positive contribution to this growth-orientated business. Reporting to the Finance Director of the division, a prime responsibility will be the consolidation of the overseas returns involving liaison with all subsidiaries within the region to ensure an effective overview of accounting activities and financial control. It is envisaged that occasional travel within the international network will be necessary to achieve success within this technically demanding role.

To take up the challenge, you will be a qualified accountant, computer-literate and able to demonstrate excellent communication skills at all levels. You will ideally have a sound commercial background, and any experience gained within a large manufacturing environment would be particularly advantageous.

In return the company are offering a competitive range of benefits including a comprehensive relocation package. For an initial discussion, telephone Maria Sutcliffe on 0727 351116 (out of hours 0727 56986), or alternatively forward your CV to the address below.

MANAGEMENT PERSONNEL
Eclipse Court, Half Moon Yard
14b Chequer Street, St. Albans
Herts AL1 5YD



Management Personnel
RECRUITMENT SOLUTIONS
LONDON · GUILDFORD · ST. ALBANS · WINDSOR
NEWBURY · BRISTOL · CAMBRIDGE

CHIEF ACCOUNTANT

London

£ 26 000 + car

This commercial company is the subsidiary of a french group specialising in the export of industrial products worldwide and is seeking a chief accountant to enhance its organisation. He will cover a wide range of responsibilities including treasury, budgets as well as accountancy functions.

The successful candidate will preferably be aged about 35, with an accounting background and legal qualifications. This position requires good communication skills, maturity and the energy necessary to contribute effectively at this senior level; you may already occupy a similar position or be assisting a company secretary in his duties.

To apply, please send your detailed CV with the reference 1A 1215-8F to E.T.A.P. 71, rue d'Auteuil 75016 Paris - France

All applications will be treated with the strictest confidence.

Membre de Syntec



71 rue d'Auteuil 75016 Paris

Management Accountant

c.£25,000

This is a high profile and prestigious international transportation organisation whose 15 profit accountable units generate a turnover of £250 million.

They now wish to appoint a qualified management accountant to become responsible for forecasting, budgeting, management reporting and financial control. The position will involve further development of the PC based and mainframe systems and a leading role with unit general management to secure the benefits available from more effective use of financial planning and budgetary control. There is a department of 12 to manage, some of whom are part qualified.

Applicants should be ACMA's (or equivalent), aged mid/late 20's with sound experience of budgeting, reporting and control gained in another service sector, commercial or industrial organisation. The position requires the ability to relate to an interesting and important organisation and work effectively alongside general management.

Location - Central London.
Please reply in confidence quoting reference L388 to:-

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 01-240 7805

Mason & Nurse
Selection & Search

APPOINTMENTS

ADVERTISING

For further information call 01-248 8000

Candida Raymond
ext 3351

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Patrick Sherriff
ext 4627

Financial Controller

'SW ESSEX, c.£40,000 PACKAGE + CAR

As a dominant market leader in the national vehicle distribution industry, and the largest member of a UK based European group, this profitable company has grown strongly in recent years and is approaching a turnover of £40m. Further growth and business diversifications are planned.

A key to the company's success is the strict adherence to sound business principles. Consistent with this, to strengthen the management team, the company now wishes to recruit a strong and effective Financial Controller to ensure appropriate financial disciplines are followed. As a member of the

senior management team you will be required to actively contribute to the commercial decision and management of the company and your success will lead to a directorship and ultimately a general management role.

You will be a qualified accountant and under 35, with well developed commercial skills and an excellent record of progression in the finance function from within the distribution field or industry in general. The need to influence and advise colleagues within this 'hands-on' environment calls for a person with a strong personality in

addition to good interpersonal skills.

Resumes, with day time telephone number and current salary please, to Chris Howarth, ref: CH964, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DG.

Executive Resourcing **Coopers & Lybrand**

Director of Finance & Systems Development

c.£35K + performance related pay

Diversity and challenge in a leading Health Authority

Our client, Bloomsbury Health Authority is a large, inner-city authority catering for the varied needs of a diverse spread of residents, visitors to London, and those referred as patients from outside of the District.

Maintaining the highest standards of health care in this complex environment calls for strong direction in all areas. With a revenue budget of £145m, a capital programme of £7.5m and considerable investment in Information Technology, an effective financial strategy is key to this success.

Join them and your brief will be to ensure they continuously maximise resources to greatest effect. The role will be a demanding one; as well as the development of its financial strategy and the provision of financial advice

you will be a full member of the Authority's management board. The professional leadership of Unit based finance staff and the direct management of over 100 staff in both the Finance and Computer Services Departments will be your responsibility.

The man or woman appointed must be a qualified accountant with the managerial and professional ability needed to meet these challenges successfully, and wide experience gained in a large and complex environment.

Send your cv to John Faith at Austin Knight Selection, 20 Soho Square, London W1A 1DS. Alternatively, ring him on 01-439 5760 (01-256 6925 evenings/weekends) for an initial discussion and/or application form. Ref: PS/JF/89.

Austin Knight Selection

CREATIVE CORPORATE AUDITORS

Bedford or Manchester
c.£18k to c.£27k
+ bonus, profit share,
company car
and relocation

30,000 employees, mostly shareholders.

50 operating companies.

700 locations in the UK and overseas.

Revenue exceeding £1200 million.

Investment currently £100 million plus.

NFC

Join a team with a newly defined mission in corporate review.

The NFC is Britain's biggest and most diverse freight transport, storage and distribution company, with substantial property and travel activities and rapidly expanding interests throughout the UK and overseas.

Incorporating many household names such as Pickfords, BRS, National Carriers and others, our story has been one of extraordinary growth and continued success.

The Group's structural evolution and organisational development has led to the creation of a central Corporate Audit team whose mission has been broadly defined to embrace a wide range of NFC activities. The team will be multi-disciplined, with a brief to take a creative approach to reviewing an organisation which currently turns over close to £1,000 million in the UK alone. Most assignments will start with a clean sheet and will demand conceptual thinking of a high order. In return, this exciting programme offers outstanding experience and exceptional rewards.

There is an immediate need for the following categories of staff:

COMPUTER AUDIT MANAGER

One of the two most senior support positions. The successful candidate will probably come from a DP/IT

background rather than an accounting one, having reached a senior level before specialising in auditing. An interesting and challenging feature of the role will be to think through the control and audit implications of upcoming computer technology in order to enhance the Group's ability to respond successfully to change.

SENIOR AND CORPORATE AUDITORS

We are looking here for high calibre numerate graduates who may or may not hold an accounting qualification. They will have varying degrees of experience in internal auditing; there is no fixed preference for 'career' auditors as opposed to those whose ambitions lie elsewhere.

The broad scope role of Corporate Audit will provide a deep insight into the NFC organisation and offer numerous options for career development. The package is a generous one, including competitive salaries, profit related bonuses, profit sharing, contributory pension scheme, a company car and (where necessary) relocation expenses.

If any of these opportunities strike a chord, please write with your cv to: Mrs Anne Yeomans, Personnel Manager, NFC plc, The Merton Centre, 45 St. Peters Street, Bedford MK40 2UB.

Financial Controller

Greater Mcr/Merseyside Border to £25,000 + Car + Benefits

Our client is a £3.5m t/o subsidiary of a major US multinational corporation. The subsidiary specialises in the distribution of branded products to the automotive industry and they will form an important link in an international divisional structure operating in the deregulated European market.

They now seek an ambitious, business orientated young Accountant to assume responsibility for all aspects of the financial and commercial information systems. Reporting to the Managing Director the role will involve liaison with European Headquarters in Paris regarding financial, taxation, personnel and legal matters. This is seen as an initial position in a long term career within a dynamic international group and you will

therefore be expected to make a significant contribution to overall business development.

Candidates, aged 28-35, should be qualified Accountants who can demonstrate the intellect, commitment and ambition to succeed in a highly competitive environment together with well developed interpersonal and management skills.

Proficiency in French would be an advantage.

Interested applicants should contact Iain Blair ACMA at Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester M2 3LQ quoting reference 3084 or telephone him on 061-228 0396.

MP

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

U

Ungermaan-Bass, Ltd.

FINANCE DIRECTOR - DESIGNATE

£38,000 Package + Car + Stock Options

Maidenhead

This is an outstanding opportunity for a first class chartered accountant, keen to launch into the next stage of their career. Ungermaan-Bass are one of the leading international producers of computer networking technology. Part of the \$1.5 billion Tandem Computer Corporation, Ungermaan-Bass, with worldwide turnover of over \$150 million, wish to expand their UK operation.

Reporting to the Managing Director, this crucial role includes responsibility for the finance, commercial and administrative functions and the implementation of effective management information systems. This is a role that brings together your finance skills and your business acumen. It is a wide ranging and pro-active position which will have

considerable impact on business decision making and forward planning.

Aged 32-45, you will probably be an FCA, with several years experience in managing a finance function. You are likely to be confident and persuasive, a problem solver with enthusiasm and determination.

The rewards include a very comprehensive package and by earning your 'spurs' promotion to Finance Director.

To apply for this challenging position call: Nick Marsh on 01-240 3561 (office) or 01-948 1183 (evenings) or send your CV to him at Bull Thompson & Associates, 63 St Martins Lane, London, WC2N 4JX. Quote reference 1535.

Bull Thompson

CORPORATE AND RECRUITMENT CONSULTANTS

ACCOUNTANCY ROADSHOW

GROSVENOR HOTEL
BUCKINGHAM PALACE ROAD
VICTORIA, LONDON

WEDNESDAY
25TH JANUARY
FROM 6.30 PM

Xpert
ACCOUNTANCY

You might be a qualified Accountant with ten years experience, or just starting out in the Accountancy world.

Whatever your background, you can be assured of a warm welcome at our Xpert Accountancy Roadshow.

This is an exciting opportunity to come along and talk to the people who specialise in the Accountancy business, and discuss your career expectations.

If you are unable to attend this open evening, you can still talk to the Xperts on

01 828 9919

XPERT ACCOUNTANCY
201 VICTORIA STREET
LONDON

Company Secretary/ Financial Administrator

£25,000 - £30,000 plus car and benefits

A highly reputable name in the chartered surveyors/estate agency sector, our client is a small, privately owned company which specialises in acquiring and selling shops. The company has a turnover of approximately £1.8 million and employs some 30 people.

A Company Secretary is now sought to control all financial matters and to take charge of administrative and managerial duties. The scope of the role will depend on the individual appointed, but will certainly include taking minutes at board meetings, operating the computer system and managing the accounts department on a day to day basis.

The successful candidate will be a qualified accountant with experience of, or interest in, general management duties. Computer literacy and a good working knowledge of up to date accounting techniques are essential. Experience of the property sector would be an advantage. Candidates should be flexible and intelligent and must be happy to work in a small team. Career development, particularly in the realm of property management, is possible, and advancement will only be limited by the ambitions and abilities of the candidate. Please write, in confidence, to Kelly Mondo at the address below, quoting reference SH-A.1234.

SH

Stoy Hayward Associates

MANAGEMENT CONSULTANTS, EXECUTIVE SELECTION DIVISION, 8 BAKER STREET, LONDON W1M 1DA
A member of Horwath & Horwath International

هناك عتبات

...a unique opportunity in a £5 billion business...

General Manager - Finance

London c.£60,000 + benefits

Our client company has assets of £5 billion and faces exciting commercial challenges in the coming years. Following restructuring, sound financing methods and excellent relations with the City will be required to ensure continued growth. The changes currently taking place provide a unique opportunity to establish the finance function of this major company.

Reporting directly to a senior Board member, your responsibilities will cover the accounting, management reporting/financial planning and treasury functions, each of which has its own Department Head. You will oversee the management of some £1 billion of short, medium and long term debt, making extensive use of the international capital markets. You will also handle a complex insurance risk, corporate tax and ensure compliance with regulatory authorities.

As a qualified accountant in your early forties, you will relish

the prospect of a total financial management role with a strong treasury bias. You will have gained substantial experience at a senior management level in a large public company. A full understanding of accounting developments and good financial planning skills are essential requirements.

An attractive remuneration package will include an achievable performance-related bonus of up to 20%, quality car, private health insurance and pension scheme.

Please reply to Christopher Evans, advisor to the Board, in strict confidence with details of age, career and salary progression, education and qualifications, quoting reference 5194/FT on both envelope and letter.

Deloitte Haskins + Sells

Management Consultancy Division

P.O. Box 198, Hillgate House, 25 Old Bailey, London EC4M 7PL

Corporate Financial Management

International Oil & Gas

London Based c.£32,000 + Car

We are acting on behalf of a well-known US multi-national energy corporation which is currently, through its British subsidiaries, expanding and diversifying its international exploration & production activities through a positive acquisitions programme and an aggressive approach to exploration. The Company has an excellent reputation as a North Sea operator and as an employer.

A key role is to be established in the Finance group, for a qualified Accountant, to manage all aspects of the Company's international corporate accounting function. The incumbent will be responsible for co-ordinating financial accounting and reporting for world-wide exploration and production operations outside North America.

The position requires a high degree of relevant technical accounting knowledge, gained preferably in a multinational environment, plus well developed supervisory and communication

skills to achieve the high level of managerial capability demanded.

This position offers good career prospects and an excellent salary and benefits package. This includes a London Allowance, Pension Plan, free life insurance and free BUPA. A fully expensed company car will be provided.

Applications are invited from individuals who are confident of making an immediate contribution to an expanding organisation and playing a significant part in shaping its direction.

To find out more about the opportunity and the organisation please telephone Gerard Davies on 01-831 2000 or 01-367 6412 (evenings and weekends) or write to him at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LE. Neither names nor details of respondents will be disclosed to the client without express permission.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

GROUP ACCOUNTANT to £35,000 + Car

International group of insurance brokers seeks ACA, aged 26-32, for this broad and challenging role. Your responsibilities will range from consolidations to assisting with mergers and acquisitions. Ref: HKM6904

BRANCH ACCOUNTANT c£30,000 + Benefits

UK branch of international bank seeks qualified accountant, aged 28-33, with banking experience to supervise existing accounts function and to develop and implement accounting procedures for new products. Ref: CSM6397

RISK ANALYST to £28,000 + Bank Benefits

Young qualified accountant required by a prestigious US investment bank to monitor performance and risk within the organisation's dynamic trading division. Ref: HKM0870

FINANCIAL ACCOUNTANT £27,500 + Bank Benefits

Leading US bank offers qualified accountant excellent opportunity within financial accounts function, providing technical support to marketing and operations departments and responsible for accounts preparation. Ref: SML6752

ACCOUNTANT £25,000 + Benefits

Finalist/newly qualified accountant is sought by leading financial institution. Responsibilities will include budgetary analysis and the consolidation of divisional results for presentation to Finance Manager. Ref: SML6920

To be considered for these or similar opportunities, please telephone or write to:
MANAGEMENT PERSONNEL
25 City Road, London EC1Y 1AA
☎ 01 256 5041 (24 hours)

Management Personnel
RECRUITMENT SOLUTIONS
LONDON • GUILDFORD • ST. ALBANS • WINDSOR
NEWBURY • BRISTOL • CAMBRIDGE

Group Finance Director

Worldwide fmcg manufacturing and distribution

SE England c.£35K + benefits

New management is embarking on major restructuring and development of this profitable business, which manufactures and distributes well known ranges of branded products. With turnover currently around £20M the aim is to improve efficiency, increase market penetration and move towards an ultimate flotation.

Working closely with the Managing Director, the Group Finance Director will play a key role in facilitating change. New financial systems, control of worldwide accounting activities and broad commercial strategy implementation will all be involved.

Candidates will be Chartered Accountants aged 30-40, with manufacturing experience in branded products. Commercial drive, independence and tough mindedness will be essential, together with experience of new system implementation within international organisations. A salary and bonus package is negotiable around £35K plus car and other executive benefits including possible future equity participation.

Please write with full career details to Alan Forrest, Strategic People Recruitment, The Range, Dockett Eddy Lane, Shepperton, Middlesex TW17 9NT.

STRATEGIC PEOPLE RECRUITMENT

APPOINTMENTS

ADVERTISING
Appears every
Wednesday
and Thursday
for further information
call 01-248 8000

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351

Personal Controller Finance, small company
experience, chartered, five years
work experience, salary negotiable 25-27K.
Call Adele-Anne on (01) 574-0221.

FCMA, Extensive Commercial
and Industrial Experience
Available on interim manage-
ment or assignment basis, U.K.
and international.
Telephone in confidence,
or write Box 4112, Financial Times,
10 Cannon Street, London EC4P 4BY

GROUP COMPANY SECRETARY

High Wycombe from £30,000 + bonus

This long established fabrics and furniture group, which incorporates brand names such as Parker Knoll, has achieved excellent growth to a turnover in excess of £80m.

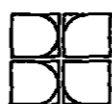
The present Group Company Secretary will be retiring in 1990 and it is intended that there will be a lengthy handing over period.

You will be responsible to the Chairman and will be involved in many day-to-day business, legal and financial activities, which will entail working closely with directors and other senior management. Responsibilities will include dealing with pension and other personnel benefit schemes, insurance, property purchase/management and the usual corporate matters for the holding company and a number of subsidiary companies.

Probably aged around 40 you should be a professionally qualified lawyer, chartered accountant or chartered secretary with relevant broad based experience gained in a public company.

To apply, please send CV, indicating current salary to Suzanna Karoly quoting reference F/819/K.

Ernst & Whinney
Executive Recruitment Services
Becker House, 1 Lambeth Palace Road, London SE1 7EL



BRITISH & COMMONWEALTH MERCHANT BANK PLC

Young Accountants wanted by a City Merchant Bank

In 1987 British & Commonwealth Merchant Bank Plc was launched as the wholly owned merchant banking subsidiary of British & Commonwealth Holdings Plc, one of the largest and most broadly based financial services groups in the UK.

With a capital base of £100 million, the bank is firmly committed to both organic and acquisitive growth and several major acquisitions have been made. As a result there are now opportunities for two qualified accountants to fill key positions within a highly motivated, professional team.

Manager - to £28,000 + Car + Mortgage + Benefits

This position carries responsibility for the planning, analysis and control of the merchant banking activities. Supported by two staff you will be responsible for providing a proactive service to the Directors of the individual banking teams.

The successful candidate will have a well developed business sense combined with good technical accountancy knowledge and the ability to manage and motivate staff.

If you are a qualified accountant, not necessarily with City experience, aged under 30 and feel able to rise to the demands of the above positions, please contact Diane Eggenstein/ACA on 01-831 2000 or write to her enclosing a full CV at Michael Page Finance, 39-41 Parker Street, London WC2B 5LE.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Head of Strategic and Financial Planning

Kuwait

Our client is one of the largest, most successful and diverse privately owned groups in the Middle East. Its interests include automotive sales and service, consumer electronics, engineering, manufacturing, travel, transportation, freight forwarding, shipping and selected financial services.

The Group has highly computerised financial and management information systems with recent emphasis on PC based systems tailored to operating management needs.

Reporting to the Vice President - Finance, the successful candidate will lead a team that has overall responsibility for the planning function of the various businesses. This involves formulation of medium and short-term business objectives and strategies in conjunction with operating management, and their consolidation into corporate

Substantial Tax Free Salary

business plans and budgets. In addition, he will assume the control/responsibility for central staff functions.

Candidates, aged 35-45 years, should be seasoned corporate planners, preferably graduates, with an accounting qualification (ACA/ACCA/CMA) and appropriate experience in a multi-business/multi-national environment. Experience with PC based systems and statistical forecasting techniques is required.

The position offers a substantial tax-free salary with participation in the corporate bonus programme plus normal expatriate benefits associated with a large group. Please write with detailed CV to G. E. Yazigi, quoting ref. B.1283/1. These will be forwarded direct to our client. Please list separately any companies to whom your application should not be sent.

MSL International

MSL International (UK) Ltd.
32 Aybrook Street, London W1M 3JL.
Offices in Europe, the Americas, Australasia and Asia Pacific.



Venture Capital

Newly/Recently Qualified Accountant

City £23,000 - £25,000

Gain a thorough understanding of Venture Capital business with one of Europe's leading companies.

After comprehensive training within a multi-disciplinary team, you will quickly move on to making investment recommendations and then to handling your own portfolio of clients. In time, there will be the chance to sit on the Board of companies in which you have decided to invest and you may occasionally travel to Europe. There will be opportunities to head up your own team within two years.

Applicants, who must be young, qualified Accountants, need not have experience of Venture capital or Corporate Finance: more important is an informed interest in business and the personality to succeed in a demanding though highly rewarding environment.

Contact JANE EASTON on 01-404 3155 at ALDERWICK PEACHELL & PARTNERS, Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

Alderwick Peachell
PARTNERS LTD

PORTFOLIO



MEDIA SERVICES

FINANCIAL CONTROLLER

London to £26,000 + car

- ▲ USM COMPANY
- ▲ BUSINESS FLAIR
- ▲ EUROPEAN DEVELOPMENT
- ▲ HIGH PROFILE ROLE

A recently qualified ACA combining exceptional energy and commitment is required by this highly successful and acquisitive USM company. You will take charge of UK commercial and financial matters prior to European expansion for 1992.

Contact Peter Green on 01-836 9501 ref. FT19A.

FAST GROWING SERVICES COMPANY

FINANCIAL CONTROLLER

London to £28,000 + car

- ▲ COMMERCIAL ACUMEN
- ▲ MANAGEMENT ABILITY

A strong manager able to handle a very varied and challenging role is sought by a major services company. As a young Accountant with some commercial exposure, you will be involved in strategic planning, analysis and marketing support.

Contact Peter Green on 01-836 9501 ref. FT19B.

INTERNATIONAL FINANCE HOUSE

MANAGEMENT INFORMATION ACCOUNTANT

City £30,000 + car etc.

- ▲ STRONGLY ANALYTICAL
- ▲ DRIVE AND AMBITION

A key player in the City is seeking an Accountant to drive a major systems installation project, covering management information reporting, strategy and planning. Knowledge of financial services or systems experience is preferred although not essential.

Contact Deborah Sherry on 01-836 9501 ref. FT19C.

GROWTH USM COMPANY

SENIOR ACCOUNTANT

London £35,000 + car

- ▲ HIGHLY CREATIVE
- ▲ MAN-MANAGER
- ▲ ACQUISITIVE

Fast growing distribution company which is planning to join the USM in the near future is looking for a strong manager to take control of the financial area and help develop the company.

Contact Liz Osborne on 01-836 9501 ref. FT19D.

ACQUISITIVE SERVICES COMPANY

MANAGEMENT ACCOUNTANT

West London £25,000 + car

- ▲ GROWTH ENVIRONMENT
- ▲ EXCELLENT CAREER PROGRESSION

A qualified accountant with up to 2 years PQE is sought to control Accounts Department and to make a major input to management information at Board level. The incumbent will be ambitious and commercially aware.

Contact Liz Osborne on 01-836 9501 ref. FT19E.

ENTERTAINMENTS GROUP

FINANCIAL CONTROLLER

London to £40,000

- ▲ YOUNG COMPANY
- ▲ INITIATIVE AND FLAIR
- ▲ RAPIDLY GROWING

A recently qualified accountant is required for this major leisure company to assist the FD in all financial activities. Previous commercial experience is essential as well as a bright, lively personality coupled with an ability to use initiative and to work on your own.

Contact Deborah Sherry on 01-836 9501 ref. FT19F.

CORPORATE FINANCIERS

City c£30,000 + benefits

- ▲ MERGERS AND ACQUISITIONS
- ▲ FREE RANGING ROLE

High flying commercial accountants with investigations or corporate finance experience can perform exciting, front line work covering M & A and finance raising with this major institution.

Contact Pippa Curtis on 01-836 9501 ref. FT19G.

STRATEGIC BUSINESS APPRAISAL

London to £38,000 + car

- ▲ COMMERCIAL
- ▲ BLUE-CHIP
- ▲ CREATIVE

As an accountant aged 26-30, with strong intellectual and highly developed personal skills, you will be part of a very high calibre, select team involved in consultancy assignments of a multi-discipline nature for leading blue-chip organisations.

Please forward detailed CV to Ian Tomlinson, DLCS, 410 Strand, London WC2R 0NS, ref. FT19H.

BIRMINGHAM
021-233 4421

EDINBURGH
031-225 7744

GLASGOW
041-224 3001



DOUGLAS
LLAMBIAS

LONDON
01-836 9501

MANCHESTER
061-236 1553

FINANCIAL MANAGEMENT FOR THE 21st CENTURY

The Challenge of Project Control

Group Financial Controller up to £37,500 + car

As No.2 to the Finance Director, you will be responsible for all financial services, with particular emphasis on improving corporate profitability and on treasury matters. You will be used to a high profile position, probably gained in a combination of professional practice and service industry, ideally contracting.

The job involves travel, mainly to the Middle East and Pacific Basin, and will appeal to an experienced chartered accountant still young enough to go places - in both senses!

Planned profit share in addition to large company benefits and the opportunity for personal growth completes the remuneration package.

Contact Tony Miller, quoting Ref R346.

The Acer Consulting Group, recently formed by the merger of two internationally renowned consulting engineers, Freeman Fox and John Taylor, is now a World Leader in many spheres of international project work. Operating in over 25 countries, and with a turnover of £30 million, rigorous financial management is an essential part of the Group's success.

Two key appointments now being made will strengthen this function, for work being planned to the year 2000 and beyond. Initially based in London (Victoria), both posts will move to Guildford in 1990.

To be considered for either position, please write in confidence to the appropriate consultant at the address below, enclosing a full C.V.

Project Cost Manager up to £25,000

Managing a small team with responsibility for cost recovery and control of multi-million pound programmes, you will be utilising computer-based systems to identify significant trends in budget variances and to communicate them to professional engineers. You should be an experienced ACMA/CIMA or a younger Chartered or Certified Accountant, with project accounting experience typically in construction or property development. You will probably be in your late 20s or early 30s. The opportunities within this large, rapidly growing group and the flexible remuneration package are extremely attractive. Contact Tony Parrott, quoting Ref R347.

acer/

Miller, Brand & Company

36 Spital Square, London E1 6DY. Telephone: 01-377 5661. Fax: 01-377 5437.

FINANCE DIRECTOR

High-profile manufacturing market leader

Rural East Midlands £45,000 package
Early/mid 30's car and benefits

The Managing Director of this £50m+ turnover business needs to take a number of key decisions to set the company's course into the early 90's. An important element in this plan is to strengthen the Board by bringing in a tough-minded financial executive who will make a major contribution to achieving the ambitious profit and performance goals.

The company manufactures a range of quality products that are sold into the UK retail market both as branded and "own label" goods, with its main manufacturing plant in rural East Midlands. It is part of a Group that is renowned for positive marketing and clear strategic thinking, together with a bold acquisition policy supported by strong internally-managed growth.

Upon arrival, your role will be to direct and fine-tune an existing high-calibre accounting team that handles day-to-day management reporting efficiently and effectively. However, your main thrust will focus on business planning, new market developments, and the financial implications of all commercial policy decisions.

You should be a qualified and highly-successful professional, probably in your early/mid 30's. You will have a firm grasp and understanding of business, a high level of self-motivation and a personality that makes things happen. The job will be tough; there are important decisions to be made. But if you meet the challenge successfully, you will find that prospects within the Group are outstanding.

Relocation expense will be paid where necessary.

Please contact Dudley Harrop or Lawrence Bassett at our Manchester office quoting ref. no. B194

ASB

Amethyst House, Spring Gardens
Manchester M2 1EA. Tel: 061-834 0618
Fax: 061-832 9123
Also at: Liverpool and Leeds

ASB RECRUITMENT LTD A Division of ASB Barnett Kingings Plc

Group Chief Accountant

Weybridge £22,500 + Car

The Newship Group (to £50m) owes its continuing success to the astute financial management of both organic growth and a policy of niche acquisitions of manufacturing and distribution business servicing customers from a wide range of industrial sectors.

Due to internal promotion, we seek to appoint a Group Chief Accountant who will assist the Group Finance Director in the provision of a range of financial information for presentation to the main board.

Suitable candidates will be fully qualified ACA or ACCA, energetic with shirt sleeve approach. The position would be of particular interest to those with 1/2 years post qualification experience and who are now looking to make their first move into industry within a diverse group offering excellent career prospects.

Please apply in writing to:
M R Eke (Finance Director)
NEWSHIP GROUP LIMITED
Clive House, 12-18 Queens Road,
Weybridge, Surrey KT13 9XB

Management Accountant Space and Defence Systems

Cobham, Surrey To £25k plus car

Logica Space and Defence Systems, a substantial company within the publicly quoted Logica Group, works in advanced Information Technology and has an international reputation. Particular specialisations are control systems, image and sonar processing and high performance hardware.

We require a qualified Accountant to run the recently formed Accounts Department. The Department's current remit includes business planning, management accounting and financial control. It is also responsible for providing a complete service to the 35 operating unit managers, with an annual turnover of approx. £30m. The remit will expand in the future, as more of the accounting function is devolved from the Corporate Department.

The successful candidate will have a degree level education and appropriate accounting qualifications, with the ability to develop into the role of Financial Manager within two years. Experience of personal computers and spreadsheets is essential and a knowledge of MOD accounting procedures would be an advantage. He/she will report to the Commercial Director and will be based in Cobham, Surrey, close to the M25/A3 intersection. Relocation assistance will be given where appropriate.

Please contact Rachael Whalley on 01-637 9111 ext. 3869 or write to her at Logica Space and Defence Systems Limited, 64 Newman Street, London W1A 4SE quoting SDS/20.

This is a re-advertisement. Previous applicants need not re-apply.

logica

A £15 BILLION BUSINESS HEAD OF FINANCE CARDIFF OR LONDON

For 70 years the Export Credits Guarantee Department has helped UK exporters overcome many of the risks in selling overseas. Today it is regarded as the world's most experienced export credit insurer.

Although a separate government department responsible to the Secretary of State for Trade and Industry, it operates on a trading basis, earning its income from premium which it charges exporters for its services.

A vacancy exists to head the Finance Division. Responsible for some 55 staff (mainly Cardiff-based), you will oversee systems for producing budgets, business forecasts and trading and management accounts, as well as supervise ECGD's financial affairs and offer advice to ECGD's Board. Extensive liaison with the Treasury is required. There is ample scope to devise and implement further computer-based management information and control systems in this challenging post.

You must hold an appropriate accountancy qualification (ICA, CACA, CIMA or CIPFA) and have substantial experience of financial and management accounting in Government, industry or commerce. Previous management experience must be backed by first class communication, leadership and presentation skills.

- Starting salary in range £28,170-£31,600
- Further increments depending on performance up to £36,785
- Offices in Cardiff and London
- London Weighting £1750 if based in London

For further details and an application form (to be returned by 10 February 1989), telephone Basingstoke (0256)

468551 (answering service)
operates outside office hours or
write to: Civil Service Commission,
Alencon Link, Basingstoke, Hants
RG21 1LB. Please quote ref. G/7837.

The Civil Service is an equal
opportunity employer

ECGD

IN BUSINESS - FOR BUSINESS

Assistant Director - Finance

City c£35K plus car plus executive benefits

CNA Reinsurance is a well established fast growing subsidiary of a major US insurance Group and is an innovative market leader for many specialist areas of business underwritten in London.

Reporting to a main Board Director, this new position offers a broad, highly visible and challenging role within the Company.

Interpretation and communication of financial data and involvement in systems development at all levels are key elements. There will also be overseas liaison which may include occasional travel.

Candidates, probably aged between 30 and 40, will be qualified accountants with a successful track record and previous experience that has ideally been gained within the City. Computer literacy is an essential pre-requisite and exposure to the reinsurance industry advantageous.

Self-confidence, commercial drive and high commitment are essential personal qualities. Early career progression will be available for the right candidate.

The executive package includes a fully expensed 2 litre car, non-contributory pension scheme, life-cover, RPP and mortgage assistance.

Please reply in confidence giving concise career, personal and salary details to:
Virginia Morris, Assistant Director,
CNA Reinsurance of London Limited,
Fountain House, 130 - 135 Fenchurch Street,
London EC3M 5DJ.
Telephone: 01 626 3321.

**CNA
RE**
CNA REINSURANCE
OF LONDON LIMITED

Divisional Financial Controller

Late 20's c.£27k + Car + BUPA

Our client is a leading shipping Company operating worldwide with revenue of £500 million plus.

They are now looking to appoint an exceptional individual for the key role of Financial Controller of the Container Management Division. The division is responsible for container design, manufacture and maintenance, the positioning of containers worldwide to meet the requirements of traders and the negotiations of all leasing contracts.

The successful candidate will be a full member of the divisional management team and will take responsibility for the financial reporting

and overall control of the Division's activities.

The applicant must be a highly motivated, energetic, qualified accountant with excellent analytical and interpersonal skills. Top level management and financial accounting experience together with the ability to make a significant contribution to the Division's commercial management are also essential qualities.

To apply, please send a full CV quoting reference C08817 to the address below, stating on a covering sheet any company to whom you do not wish your details to be sent.

**ROBERT MARSHALL ADVERTISING
LIMITED**

44 Wellington Street, London WC2E 7DJ.

Financial Controller

West End
£28,000 + Car

Our client is a successful, rapidly growing organisation that designs, produces and markets fashion fabrics to a "blue chip" customer base in both the retail and manufacturing sectors. It is the UK subsidiary of a well-known and respected international company with offices in Australia and the United States. The Financial Controller will report directly to the Managing Director and will be responsible for providing full financial and management information as well as developing further computerisation for the company. In addition, the Financial Controller must possess proven managerial and commercial expertise to work closely with the Managing Director and assume the role of a key executive within the company.

Candidates should be qualified experienced accountants capable of making an immediate contribution to this vital role. Initiative and enthusiasm are essential as well as good interpersonal skills to work in this young and lively environment. Please telephone or write enclosing full curriculum vitae quoting ref: 306 to: Philip Cartwright FCMA, 97 Jermyn Street, London SW1Y 6JE. Tel: 01-839 4572 Fax: 01-925 2336

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

Financial Controller

£Multi-Million Media Group

London c. £25,000 plus Car

Following a period of re-organisation and the formation of a joint venture company, geared to increasing their European presence, this c. £300 million British Group enjoys massive market penetration throughout the outdoor advertising arena. Operating within the Group, our client is responsible for some c. £70 million international media spend and is a major contributor to Group profit.

A Financial Controller is sought to take total management responsibility for ensuring the smooth running of the finance function and its timely/accurate reporting procedures.

However, this is not a 'number crunching' role. It is a key position, reporting to the Commercial Director and involves exposure to all aspects of the business. Therefore, a recently qualified accountant is sought, capable of conducting ad-hoc projects which will directly influence the success and profitability of the division.

Career opportunities are out-standing both within the division and throughout the group.

To discover more, start by telephoning Maxine Lester on 01-638 1711 or write to her enclosing full career details.

Those who think, think Mervyn Dinnen



MERVYN DINNEN ASSOCIATES
FINANCIAL CAREER AND RECRUITMENT CONSULTANCY
46 MOORGATE, LONDON EC2R 6EL TEL: 01-638 1711

Manweb

Preparing for Privatisation

Financial Controller

c.£40,000 + car + benefits
Chester

This is an excellent opportunity to participate in the management of change associated with a major flotation. Manweb provides electricity supplies to Merseyside and North Wales and has growing trading activities, including the retail of appliances through its network of shops, and contracting and appliance servicing. Current turnover is in excess of £740 million.

Reporting to the Finance Director and responsible for 30 employees, this is a new position created to assist both in the preparation for privatisation and the effective financial management and control of the newly created plc. The role carries

responsibility for financial and management accounting and taxation, with a major focus for 1989 on the implementation of new practices and procedures, including the enhancement of management information within a sophisticated computerised environment. With the opportunities provided by deregulation, the appointee will make a significant contribution to power purchase and power sales decision making.

Candidates should be qualified accountants, aged mid 30's to early 40's, with experience in a senior line position in a medium to large plc. Essential to the role are effective communication skills with the ability

to liaise with the Regulator and senior representatives throughout the City. Manweb is situated in an attractive location on the outskirts of Chester. Relocation expenses will be provided where appropriate.

Candidates wishing to discuss this position further in confidence may telephone Janet Stockton on 01-378 7200. CVs (which will be discussed directly with our client), quoting reference MCS/3014 should be sent to her at:

Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London SE1 9QL

Price Waterhouse

Corporate Financial Analysis

International Oil & Gas

London Based

To £28,000 + Car

We are acting on behalf of a well-known US multi-national energy corporation currently, through its British subsidiaries, expanding and diversifying its overseas operations through a positive acquisitions programme and an aggressive approach to exploration. The company has an excellent reputation as a North Sea operator and as an employer.

Forming part of the central Financial Management group, the Financial Analysis department comprises a small, high-profile professional team responsible for providing a comprehensive financial analysis and management reporting function, embracing both UK operations and the activities of exploration and production subsidiaries worldwide.

As a key member of this team, reporting to the Manager, Financial Analysis, you will be actively involved in the preparation and presentation of management information up to Board level. Budget preparation and evaluation, along

with financial and acquisition analysis form a major part of your role.

You will hold an appropriate degree and/or professional qualification, be PC literate, and will have had at least 5 years' previous oil industry experience combined with strong interpersonal skills enabling you to deal with all levels of management.

This position offers good career prospects and an excellent salary and benefits package. This includes a London Allowance, Pension Plan, free life assurance and free BUPA. A fully expensed company car will be provided.

To find out more about this opportunity and the organisation please telephone Gerard Davies on 01-831 2000 or 01-367 6412 (evenings and weekends) or write to him at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Neither names nor details of respondents will be disclosed to the client without express permission.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Financial Controller

a player not an umpire

M4 Corridor up to £30,000 + f/e Car

It is a relatively simple matter to recruit technically competent financial accountants. But although we obviously require excellent professional expertise, we are also insistent on first class commercial ability to complement the figure skills.

Our client is a medium sized, very successful marketing-driven manufacturing company with a record of impressive growth.

The immediate requirement is for a Financial Controller to manage the Finance and Systems Departments and generate first rate management information as well as providing practical financial advice to line managers. An important element will be to work closely with the General Manager and the rest of the management team, in developing the business.

Candidates, probably in their early thirties, should be fully qualified, either CIMA or CACA, but we would not disregard approaches from experienced individuals without professional qualifications if the mix of personality, skills and commercial awareness is appropriate. Around five years' experience in a light engineering, high volume industrial background will be necessary to fulfil this position. Just as crucial is the ability to motivate people and the personality to suit a close-knit and friendly environment.

For further information contact Philip Johnson or Malcolm Lawson on 01-734 7282 or on 0279 59682 outside office hours. If you prefer, send a copy of your c.v. quoting reference No. A1500 to Codd Johnson Harris, Management Consultants, 35 Piccadilly, London W1V 9PB.

CJH Codd-Johnson-Harris

Director of Internal Audit

Bracknell
Negotiable from £40,000
with excellent benefits

Since obtaining its full listing two years ago, our client has experienced considerable expansion and success. Current turnover is well in excess of £500 million p.a. with operations in over 60 countries. Recognising the need for a strong and influential Internal Audit department to help the company realise its plans for further growth, they wish to appoint a Director of Internal Audit whose brief will be to enhance and develop the existing audit strategy and function. Managing the centralised Internal Audit department, you will be required

to improve its quality and efficiency and to critically examine existing systems and procedures, making recommendations where appropriate. It is not envisaged that more than 20% of your time will be spent travelling.

A qualified accountant with at least five years post qualification experience, you are either working in practice or, more likely, currently hold a senior Internal Audit position, ideally within a Service Sector company. Change orientated, you are a diplomatic and effective communicator and able to

motivate and lead a professional team. The position offers excellent benefits including bonus and options schemes, non contributory pension scheme and two company car schemes.

Candidates wishing to be considered for this position may either telephone Susan Ryder on 01-378 7200 or write to her quoting reference MCS/9006 at Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

Price Waterhouse

Assistant Group Treasurer

2.3 million BEF plus bonus and BMW
Brussels

Based in Brussels, the corporate headquarters of a worldwide service group with operations in over 170 countries has recently expanded its global treasury operation. As a result of this expansion and of internal promotion, a new position has been created for an Assistant Group Treasurer. Reporting directly to the Group Treasurer you will actively contribute to the further

development of the treasury function with the focus on: debt management, interest risk management and EMS related forex.

Ideally aged in your late 20's to mid 30's, you will have gained your experience through either the corporate and forex departments of a bank or in the treasury function of a major international corporation. Experience of using spreadsheets

will be a considerable asset in this role.

Please apply by forwarding a full CV stating current salary to No E. Wetsels, Manager, Human Resources Consultancy, quoting reference MCS/1016 at Price Waterhouse, Boulevard de la Woluwe 62, 1200 Brussels, Belgium.

Price Waterhouse

Corporate Finance

Executives

c.£30,000 Package

The directors of a major European investment bank seek applications from professionally qualified accountants, lawyers and M.B.A's seeking a first move into the world of corporate finance.

Applicants must possess a good degree and an excellent track record. Experience gained in corporate investigations or company commercial legal matters would be an advantage.

In the first instance please contact Roger Tipler, who is retained to provide full background information and to arrange an initial selection interview.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24 hrs). Fax: 01-831 4204

Group Finance Director

PLC - INTERNATIONAL OPERATIONS
MIDDX, c.£50,000

With a distinctly high class image, this group is engaged in music publishing and musical instrument manufacture. Its worldwide marketing and production operations, with principal activities in the UK, Germany, France, USA and Japan, generates a turnover of about \$50 million. It is profitable and future development opportunities are assessed to be good.

As Finance Director, you will contribute to improving further the Group's performance both at the strategic and operational levels. Functionally, you will develop and

maintain rigorous financial disciplines across the Group. You will need to pay particular attention to management information and controls, financial analysis, treasury and information technology systems.

You will almost certainly be a qualified accountant, over 35, and well experienced in all facets of the financial function. You must have held a senior position in a manufacturing environment, preferably with an international dimension. The need to influence and advise colleagues calls for a person of some stature, in

addition to well developed interpersonal skills.

Resumes, with daytime telephone number please, to Chris Howarth, Ref: CH986, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

Executive
Resourcing

Coopers
& Lybrand

Financial Controller

Central London

To £40,000
+ car

Positively directed, purposefully managed and highly profitable this noted UK financial services group is constantly searching for new commercial opportunities.

Working closely with a young Finance Director the new Financial Controller will assume responsibility for an extremely diverse range of operational activities. Included in these will be budgeting and planning, tax strategy, treasury and cash flow management. Full reporting responsibility to the Stock Exchange and Senior Management will be required as well as playing an active role in a variety of acquisition investigations.

Suitable applicants will be graduate ACAs aged approximately 30 years. Management skills linked with sound technical competence will represent an ideal blend of essential qualities. For further information please contact Roger Tipler, who is retained to advise this highly original and successful company.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24 hours). Fax: 01-831 4204

HEAD OF COMPLIANCE

LONDON

Excellent Compensation
+ Banking Benefits



SEARCH AND SELECTION CONSULTANTS

This Global Securities Firm with a pre-eminent reputation for leadership across major international markets seeks an exceptional individual with an outstanding record of accomplishment.

This position is clearly a very high profile role and the incumbent will have the opportunity to make a significant contribution within the firm. As Head of Compliance the individual will provide regulatory services and monitor firm and employee compliance with related internal policies as well as domestic and international regulations. Liaison will be at all levels internally and with external regulatory bodies.

A compliance or internal audit background is strongly desired, with at least 10 years' experience essential. This experience must include proven managerial background and substantial familiarity with U.K. and U.S. securities markets as well as related self-regulatory and exchange rules. Strong verbal and written communication skills, as well as a university degree, are prerequisites.

Candidates should not consider their present salary to be a limiting factor.

To discuss this position in further detail, please write in confidence with full career and salary details to Harna Savjani at the address below quoting Ref HS196. Alternatively call her on 01-629 4463.

OLIVER & MCKENZIE

A MEMBER OF THE HARRISON & WILLIS GROUP

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463

EXCELLENT OPPORTUNITY IN A MAJOR UK MULTINATIONAL Financial Controller

To £33,000+Car+Relocation

Crawley, Sussex

Our client is a major subsidiary of one of the UK's top 100 multinationals with a group turnover easily exceeding £1,000 million pa. The subsidiary itself is engaged in the design and construction of industrial plant with around 600 staff and an annual turnover approaching £50 million. The company has an excellent reputation and is a market leader in its field. The Financial Controller will take full control of the finance function and a department of 15 staff. Responsibilities will include monthly Board reports, statutory accounts, monitoring contracts in progress, budgeting, planning, systems development and cash management. There will be an emphasis on improving financial control and further developing management information. As a

member of the executive committee you will be expected to make a full contribution to the overall management of the business. You will report to the Group Finance Director and career prospects are excellent.

Candidates for the position should be qualified accountants with line management experience in a project accounting environment and are likely to be aged 28-35. Experience of improving management information, the exercise of strong financial control over a business and any other areas of the job description above will be advantageous.

Please send your career and current salary details, together with a daytime telephone number, to Barry C Skates at our Maidenhead office.

MKA SEARCH INTERNATIONAL LIMITED

MKA House, King Street
Maidenhead, Berks SL6 1EP
Telephone: (0629) 75956

Maidenhead, London, Worcester

Search, Selection & Management Consultancy

Group Finance Director

Middlesex

c £40,000 plus benefits

Our client is a successful fine fragrance and cosmetics marketing and distribution group. Its portfolio includes some of the most prestigious international brands. Turnover is currently in the region of £11 million and with the recent acquisition of an established manufacturer the Company is now positioned for solid growth.

The position of Group Finance Director is newly created and entails complete responsibility for finance, administration and operations. It is definitely a 'hands on' role which calls for involvement in detailed operational issues as well as a major input to strategic management.

You will be a Chartered Accountant, probably aged 35-45, with an impressive track record of financial management success - preferably within the f.m.c.g. manufacturing sector. Direct experience of computer systems development will be essential.

The position carries a competitive remuneration package and offers long term potential to a candidate who is prepared to deliver sustained commitment. Equity participation will be discussed once achievements have been made.

Please write - in confidence - to Nigel Bates FCA, quoting ref. B.34044.

MSL International

MSL International (UK) Ltd.
32 Aybrook Street, London W1M 3JL.
Offices in Europe, the Americas, Australia and Asia Pacific.

FINANCE DIRECTOR - CONTRACTING WITH A STRONG COMMERCIAL BIAS

North East England

Salary in Excess of £35k

Our client, a major engineering subsidiary of a substantial public group, wishes to appoint a finance director to be based in its headquarters in the North East of England. Candidates, aged between 35 and 50, must be qualified accountants. Applicants will bring recent practical experience of the contracting industry, and be able to demonstrate achievement in tendering for and negotiating multi-million pound contracts.

The successful applicant will be directly responsible for the commercial and financial functions, be involved in the development of marketing strategy and

will provide advice and guidance on a day-to-day basis to operational directors. Experience of both overseas operations and acquisitions would be an advantage as growth is an important component of the company's strategy.

The Company will provide an attractive remuneration package, including a negotiable salary, car and relocation costs. The group can provide career opportunities in the longer term.

If you feel you meet these requirements, please write in confidence, enclosing a full c.v. to Liz Olive, Executive Selection Division, quoting reference L/903.

KPMG

Peat Marwick McLintock

Executive Selection and Search
City Square House, 7 Wellington Street, Leeds LS1 4DW

Major International Advertising Company GROUP FINANCIAL CONTROLLER

Central London

To £28,000 + Car + Benefits

Our client is a highly successful group of companies headed by one of the country's top 25 advertising agencies. With billings in excess of \$80 million, and a long-term business strategy based upon a selective start-up and acquisition policy, the organisation is anticipating continued rapid expansion.

In line with the Company's plans for further growth and their listing on the stock exchange, they are currently seeking to strengthen their Head Office Accounting team with the appointment of a Group Financial Controller.

Working with the Group Finance Director and sharing control of a department of 18 you will assume responsibility for:

- | | |
|---|--|
| <input type="checkbox"/> Competitor analysis | <input type="checkbox"/> Special investigations |
| <input type="checkbox"/> Mergers and Acquisitions | <input type="checkbox"/> Management reporting and accounting |
| <input type="checkbox"/> Corporate strategy | <input type="checkbox"/> Financial appraisal |

Candidates will be ambitious qualified accountants, probably Chartered, aged 24 - 29. This is an excellent entry point into a rapidly expanding organisation with promotional prospects that extend right through to Directorship level.



Interested applicants should contact Gerald Whitting or Simon Hewitt on 01-488 4114, or write to them, enclosing a comprehensive CV, at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Quoting Ref: A242.

FINANCIAL DIRECTOR

to £35,000 + car + bonus
near Bristol

A subsidiary of a highly regarded and rapidly growing plc, our client is engaged in the manufacture, marketing and distribution of electronic security and fire detection equipment, turning over in excess of £10 million. Following a recent acquisition and the resultant integration, the profitable company is poised for further growth and increased market share.

The Financial Director will join the board of the company as it enters an important phase in its development and will initially endeavour to ensure maximisation of the benefits of the integration. Reporting to and working closely with the Managing Director, he or she will supervise and enhance the financial function and be a key member of the management team. Expected to make a major contribution to the effective management and continuing development of the business, he or she will provide financial guidance in all areas.

In their early 30s, applicants should be graduate qualified accountants with demonstrable commercial flair and a broad range of experience, preferably gained in a manufacturing environment.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/794/FS.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

LLOYD MANAGEMENT

FINANCE DIRECTOR

Central London c.£40,000 + car + equity

Our client is a rapidly expanding property development and consultancy company with current developments in the Midlands and the south of England.

As well as representing the company to the City, the appointee will work closely with the chief executive in the development and control of new business.

Applicants, probably aged around 35, must be qualified accountants with a sound knowledge of the workings of the City, broad accounting experience and, ideally, some experience within a property development environment. Essential requirements are the confidence and credibility to negotiate and liaise with financial institutions and the ability to contribute to commercial decision making.

Please send career and personal details quoting ref F/869/A to Carrie Andrews.

Ernst & Whinney
Executive Recruitment Services
Becket House, 1 Lambeth Palace Road, London SE1 7EU.



Financial Management

Up to £35k + Car

The Financial Management Division of BDO Binder Hamlyn Management Consultants is expanding rapidly. Growth results from a clear focus on meeting the needs of clients in a wide range of businesses. Covering the whole range of financial management, from strategic planning to packaged systems implementation, key areas include:

- management reporting and systems, packaged software
- financial and strategic planning
- resource and asset management, profit improvement
- cash management and treasury operations.

We are looking for very bright, graduate qualified accountants, age 26 - 33, who have commercial experience in the above areas, gained at group level or in an operating division. We offer an informal environment, a chance to focus on business issues and practical solutions, and the opportunity to establish and lead your own practice area. Career development will be rapid for those with the right mix of skills and drive.

If you are interested in discussing the advantages of a career with us, telephone Paul James or Charles Reekie on 01-583 3303, or write to Paul James at:

BDO BINDER HAMLYN
BDO Binder Hamlyn
Management Consultants
8 St. Bride Street London EC4A 4DA

HFC BANK

Corporate Tax Specialist

Windsor £30,000 Package

Our client, HFC, is a dynamic and expanding consumer bank providing a comprehensive range of personal banking and insurance services. They are a wholly owned subsidiary of Household International Inc. with their UK head office in Windsor.

Because of their success and continued expansion, they seek to appoint an in-house tax specialist who would be responsible for all the tax compliance affairs of the company. He or she would be reporting to the Financial Controller and would be assisting with research, systems development and ad hoc project and investigation work in addition to liaising with both the Inland Revenue and the Bank's external advisers.

The ideal candidate will be an ACA or ACCA

with at least 2 years' post qualification corporate tax experience. He or she will be bright and innovative and will have excellent interpersonal skills as the role will involve considerable contact both with advisers and senior management. A financial services background, while useful, is not essential.

The remuneration package is excellent and includes mortgage subsidy and a car. Relocation expenses will also be paid.

For more information, please contact in the first instance, Jane Hayes ACA on 01-831 2000 - or evenings on 01-785 6545 (24 hour answerphone) or write to her at:

Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Business Area Finance Executive

Manchester

c £30,000 + Car + Benefits

Our client is an internationally renowned Group with a diverse product base, operating in 20 countries and marketing its products in over 60 countries worldwide. Turnover is in excess of £500m and recent profit growth provides the basis for continued expansion, both organically and by acquisition.

This Business Area now requires a Finance Executive to assume responsibility for analysis of existing businesses, business planning for new operations and appraisal and integration of acquisitions. In addition the role will encompass designing and implementing improved and common financial and operational information systems throughout this international Business Area division. Reporting to Board level the successful applicant will be expected to make significant contribution to the Group's future success.

Candidates, aged 27-35, are likely to be graduates with either a professional accounting or other business qualification. They should be able to demonstrate a successful track record to date coupled with an understanding and experience of international business concepts. As the role will involve significant contact with senior management, well developed interpersonal skills and intuitive commercial acumen are essential prerequisites.

The Group's management development policy ensures that prospects for long term career progression are excellent.

Interested applicants should contact: Iain Blair ACMA, quoting ref 3083 at Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester, M2 3LQ, or telephone him on 061-228 0396.



Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Company Secretary

£30,000 + car and benefits London

Our Client is one of the leading specialist construction businesses in the South East. Founded over 120 years ago, this privately owned group concentrates on renovation work and has established an enviable reputation for the highest quality craftsmanship. This has produced a blue-chip client list, much repeat business, a turnover approaching £20M and continued growth, both organically and by acquisition, planned for the future.

Because of a retirement and internal promotion, there is now a need to recruit a Company Secretary. Reporting to the Financial Director, the role will encompass all the normal Company Secretarial duties, with a particular emphasis on the legal aspects of construction contracts.

You should be professionally qualified and keen to work in a friendly environment where standards are high. You will probably be aged 30 to 40, will have relevant experience in the industry and be keen to utilise IT, within this role.

Please reply in confidence, giving concise career and salary details and a daytime telephone number, and quoting reference 1573 to Geoffrey Rutland ACA AII, at the address below, or call him on 01-583 3303 (office) or 01-878 8395 (home).

BDO BINDER HAMLYN
BDO Binder Hamlyn
Management Consultants
8 St. Bride Street
London EC4A 4DA

International Group

UK Finance Manager

c.£27,000 + car + benefits
Middx/N.W. London Border



Our client is a large and highly successful international group. The UK operation is a major building industry supplier and a significant contributor to group profits. It has an impressive record of continued expansion fuelled by organic growth and acquisitions.

There is a key opportunity for a Qualified Accountant to join the high profile finance function. Reporting to the Financial Controller, broad responsibilities will include:

- Management of the financial reporting and control of the finance department
- Treasury and tax management
- Involvement in acquisition appraisals and post-acquisition integration
- Investigations, systems and rationalisation reviews

The company is seeking a qualified accountant with a minimum of three years commercial experience. A strong business awareness, thorough technical understanding and ability to quickly progress within the finance function are essential.

For further details and a confidential discussion please contact Mark Mason C.A. on 01-397 5400 (out of hours 01-372 5952) or write to him at Financial Selection Services, Drayton House, Gordon Street, Bloomsbury, London WC1H 8AN.

Financial Controller

Halifax, W. Yorkshire
c. £25,000 + car

A rapidly expanding distributor of capital equipment with a wide range of commercial customers and an eight figure turnover seeks a Financial Controller to be directly responsible to its main Board. This is a total finance role, including all treasury and systems matters.

Ideally aged 28-40, you should be a qualified accountant with a track record of achievement in the management of a significant profit centre in a fast moving commercial environment. Your successful performance and genuine contribution to company strategy will be quickly recognised.

For further information please send your CV to Peter Purdon at John Curtis and Partners, 26 Church St, Winslow, Cheshire SK9 1AU, quoting ref: 849/FT.

JC&P Management Selection and Search
London, Milton Keynes, Winslow



BRISTOL DEVELOPMENT CORPORATION

Following the success of the existing Urban Development Corporations, Bristol Development Corporation is being established to take responsibility for 900 acres of the city. Over a 5 year period, it will exercise wide ranging powers to develop its area in a balanced manner. A key aspect will be the encouragement of private sector investment. The Board has been appointed and three executive directors are now required to cover the central functions: development strategy, marketing and public relations, finance and administration.

Finance Director

Up to £29,000 + Car

You will establish the systems necessary to control the Corporation's financial affairs and all aspects of administration. You will ensure that the Board meets its formal accounting responsibilities including production of the Annual Report and Accounts and other financial statements as required. In conjunction with the Development Director, you will be responsible for the financial appraisal of major projects and associated financing.

Probably aged between 35 and 50, you may come from either the public or private sector and must possess a recognised

accounting qualification. Whilst knowledge of public sector accounting will be valuable, several years' experience of the financial aspects of the land development industry are essential.

Salary—which is currently under review—is negotiable, and the package includes excellent benefits and refund of relocation expenses if appropriate.

Applications—which will be treated in strict confidence—should include CV and current salary and be sent to Robin Fletcher (Reference: LJ8076) at Link International Search & Selection.

LINK 13/14 Hanover Street, London W1R 9HG. Tel: 01 493 5788.
Link International Search & Selection Ltd.

GROUP TREASURER

Brentford, Middlesex

£35,000 + car

This opportunity to set up and manage a new treasury function arises due to continuing expansion in a £450 million turnover group which now derives two-thirds of its sales from overseas operations. Comprising some 50 companies engaged in distributive and light manufacturing activities in the fields of catering supplies, plastics and packaging, the group is committed to an ambitious expansion programme both through organic growth and acquisitions.

The successful candidate's brief will be to establish and develop a central treasury function, introducing computerised systems where appropriate. Key areas will include managing cash resources efficiently, introducing a European netting system and managing foreign exchange exposure.

Applicants should be qualified accountants, preferably in their thirties, whose relevant experience in the above areas may have been gained either in a pure treasury role or as part of a broader line finance position.

The remuneration package includes an executive car and participation in a profit sharing scheme. Career development opportunities include further development of the treasury function, financial directorship of a major subsidiary or progression into a broader commercial role.

Please send a comprehensive career résumé including salary history and day-time telephone number, quoting reference 2999, to Graham Perkins, Executive Selection Division.

Touche Ross

Turvis Im House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

Assistant Financial Controller

**BERKSHIRE,
\$30,000 + CAR + BENEFITS**

This major US computer company is now the leader in its market segment. Turnover for 1988 was over \$300m and the company has plans for significant growth over the next few years. The UK company is scheduled to increase its responsibilities to support other European subsidiaries and is now seeking a Number Two to strengthen its Finance team.

Reporting to the UK Controller, you will be primarily responsible for ensuring that statutory, management information and corporate reporting deadlines are met. Additionally you will contribute to the planning, budgeting and treasury functions. A key task will be direct involvement in the ongoing

development of financial computer systems to accommodate increasing requirements.

A qualified accountant, probably in your late thirties or early forties, you will have broad-based financial accounting experience together with a strong systems background. Experience within the computer industry is not essential, but in order to succeed in this fast-moving environment, you must be adaptable, have good interpersonal skills and enjoy a challenge. Some travel is envisaged in this role and therefore a working knowledge of one or more European languages would be an advantage. Prospects for career development are excellent, with

opportunities in the UK, Europe and internationally.

Please send CVs, including a daytime telephone number and current remuneration details, to Ann Shepherd, ref: ASS06, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

Executive Resourcing
Coopers & Lybrand

Commercial Director

(designate)
London
Video Production

**c.£35,000+ car
and benefits**

Our client is Spafax Airline Network (SPAN), a subsidiary of Aspen Communications PLC. With offices on both sides of the Atlantic, SPAN is the worldwide leader in the supply of in-flight video entertainment to major international airlines, including British Airways. SPAN has an audience of some 30 million airline passengers; the company is a commercial television station in the sky, selling advertising and sponsorship opportunities within the upmarket programmes it provides.

There is now a need to recruit a Commercial Director (designate) to co-ordinate all financial and management reporting, and to bring in-house accounting functions which are currently handled by the parent. Liaising and negotiating with a wide range of production suppliers, film distributors, airlines and advertising agencies will also form part of the role.

You should be in your early thirties and keen to work in a dynamically growing environment, where creative flair is matched to the highest professional standards. You must be a qualified accountant eager to work in the demanding entertainment industry. If you feel that you have the personality and initiative to meet the requirements of this role, please write to Geoffrey Rutland ACA, ATIL, at the address below, quoting reference 1574, and giving concise career and salary details and a daytime telephone number, or phone him on (01)-883 3303 (office) or (01)-878 8395 (home).

**BDO
BINDER
HAMLYN**

**BDO Binder Hamlyn Management Consultants
8 St. Bride Street, London EC4A 4DA**

Finance Director

London EC4

c £35,000+ Car

Our client is a dynamic, young property company. Formed in 1987 they provide a development and construction service to meet the needs of specific occupier clients in addition to the development of their own sites.

With £25 million of developments already underway they have established a strong platform for future growth. It is envisaged this will incorporate acquisitions alongside continued organic growth and will lead to a flotation in due course.

They seek to appoint a Finance Director, reporting to the Managing Director, to assume full responsibility for the development and control of the finance function, treasury management and the implementation of a PC based information system. This is seen as a real

opportunity to significantly influence the growth of a business and should offer excellent experience in capital raising and acquisitions.

The successful candidate will be a young, qualified Accountant with a practical and commercial approach to business problems. Ambition and drive will be coupled with a successful track record in a commercial environment. Property experience, although not essential, would be distinctly advantageous.

Interested candidates should telephone Stephen K. Banks, ACMA on 01-831 2000, alternatively write to him, at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH, quoting ref: F1/SB1.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Finance Director

THAMES VALLEY, c.£37,500 + BONUS

For the UK operating subsidiary of a major US data communications specialist, whose success in this highly competitive industry originates from its quality of systems and services and whose culture combines team work with individual initiative. Turnover is expected to be around \$15 million this year and in view of the imminent retirement of the present Finance Director, there is now a requirement to appoint his successor.

With total responsibility for the finance, company secretarial and MIS functions, you will work closely with the UK Managing Director and the US parent to manage the development of the business. In this hands-on role, you will give financial direction to the company, ensuring that sound financial control and effective systems are established and refined to meet current and future

needs. Initially you will concentrate on developing the effectiveness of the finance department, improving accounting and management information systems and reviewing related procedures and controls.

A qualified accountant, probably in your thirties, you must have broad based financial skills and previous experience of senior level financial management. In addition to a high level of technical competence and management skills, direct experience of implementing computerised financial and management information systems will be particularly important. With a working knowledge of reporting to US standards, you should be responsible for a finance function currently, or be ready for the career step now. Strong commercial awareness and a practical "hands-on"

approach will be the key to success in this role.

Resumes please, including a daytime telephone number and current remuneration package to Ann Shepherd, ref: AS983, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

Executive Resourcing
Coopers & Lybrand

Finance Director Designate

**£27,500 + quality car + share options
Winchester**

Our client, a commercial property development and investment company with USM aspirations, seeks to recruit a young accountant to assume complete responsibility for the financial management of this small but fast growing business.

Reporting to the Managing Director, the successful candidate will be required to provide full support to the board of directors to ensure that all commercial opportunities are realised. It is envisaged that main board status will be confirmed after six months' service.

Candidates in the age range 26 to 33 must be qualified accountants, preferably ACA, who can demonstrate both technical ability and commercial sense. The position also requires the willingness to tackle problems and implement effective solutions. This is an outstanding opportunity to join a close knit management team renowned for its hard work and professionalism.

Please write in confidence, quoting reference 7311, to: David Kennedy, Clark Whitehill Consultants, 25 New Street Square, London EC4A 3LN.



CLARK WHITEHILL
Executive Selection

Finance Executive Head Office Development Role North Surrey, To £40,000, Car, Excellent Benefits

This major, well known and respected financial services group has a record of success in national and international business. The need now is for another professional in its Head Office finance team to establish and manage a small department with responsibility for the introduction of further improvements to group management reporting and controls. Initial emphases are on treasury, current asset management and group management information areas.

Candidates aged late twenties to late thirties, should be chartered accountants preferably educated to degree level. In addition to experience gained within one of the large professional firms, exposure to international/multinational public company accounting is desirable. Essential personal qualities include a strong intellect, persuasive personality, and the potential for significant career advancement.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: K. Carroll, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6652, Fax: 01-734 3738, quoting Ref: K14001/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEEDS, LONDON,
MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR
A Member of Blue Arrow plc

FINANCIAL DIRECTOR

**Maidenhead, Berkshire
£33K + car and excellent benefits**

McGraw-Hill Book Company, in Europe, is a key part of a multi-billion dollar international business with operations and career opportunities worldwide. The Book operations have consistently achieved sales and profit growth, and there are plans for further expansion through product development and acquisitions.

We now require a disciplined, commercially minded and experienced Director to take overall responsibility for the financial activities of the UK Book Company, to oversee the accounting functions of other European Book subsidiaries in France, Germany and Italy, and to make a contribution to overall profit growth.

Reporting to the Group Vice-President of the European Book Company operations, and working closely with the Managing Director of the UK company, the successful applicant will be a qualified accountant with senior level financial experience gained in an international environment. Exposure to U.S. accounting systems would be an advantage. A working knowledge of management information systems is essential.

Apart from excellent career prospects within a major company, the post offers an attractive remuneration package, including performance related bonus and benefits comprising of a company car, pension, medical and various insurance plans.



Please contact:

Mr Paul Jenkinson, Human Resources Director, Europe,
McGraw-Hill, McGraw-Hill House, Shoppenhangers Road, Maidenhead,
Berks, SL6 2QL. Telephone: (0628) 23431.

GROUP TREASURER

c. £20,000 North West

We are a highly profitable £600 million turnover public group engaged in construction and related activities.

This senior role, resulting from internal promotion, would suit an experienced Treasury Assistant looking for career enhancement.

As Group Treasurer, you will be responsible for money market dealing, interest rate management, the negotiation of debt facilities, evaluation of new financial products, developing management information systems, project analysis and the forecasting/monitoring of the Group's cash flow position.

Applicants, who should be qualified accountants or MBA's aged between 25 and 30, should send a comprehensive career resume including salary history and daytime telephone number to: R.A. Carse, Group Financial Controller, Alfred McAlpine PLC, Hooton, South Wirral, L66 7ND.



AN EQUAL OPPORTUNITY EMPLOYER

BEATSON CLARK plc FINANCE DIRECTOR

South Yorkshire-£25,000 + Bonus + Car

We are a leading glass bottle manufacturer supplying a niche market in the pharmaceutical industry. With a turnover of £30m, the company is a major subsidiary of TT Group PLC, an acquisitive and successful industrial conglomerate.

Financial control is of paramount importance throughout the group and we are seeking to appoint a hands-on Finance Director based in Rotherham. Reporting to the Managing Director, you will be responsible for all aspects of the financial and management information functions within the Beatson Clark group of companies.

Applicants should be qualified accountants (ACA/ACMA) with stamina and genuine commitment to succeed in this challenging role. The successful candidate will probably be aged about 40 with wide industrial experience and the ability to work effectively as part of the management team.

Please send a detailed C.V. including current salary to: Mr M G Leigh, TT Group PLC, City House, 12-18 Queens Road, Weybridge, Surrey KT13 9XB

Chief Accountant/Financial Director

City Based. Required by a large International shipping office, the ideal candidate should be aged 30 - 45, qualified to UK accounting standards with knowledge of treasury operations and experience in banking deals. Salary according to age and experience. Please reply in complete confidence with full CV and photograph to Box A1111, Financial Times, 10 Cannon Street, London EC4P 4BY. Quoting reference PRL/PER/ACC/01/FT/19.01.89.

Group Accounting Manager

West End to £32,000 + Car + Benefits

Our client is a highly profitable quoted Investment Group with net assets in excess of £1.5bn. Reporting to the Group Chief Accountant the successful candidate will control a staff of eight engaged in the preparation of budgets, monthly and statutory accounts, ad hoc exercises and ongoing development of computer systems for the Group and its subsidiaries. Flexibility, strong technical accounting skills and the ability to fit into a close knit team renowned for its professionalism are essential qualities. Applicants should be Chartered Accountants 28-35 who are currently at Managerial level in Practice or possibly a large Commercial Group. In addition to attractive salary benefits include, fully expensed car bonus, share option scheme, non contributory pension scheme, BUPA, luncheon allowance and 5 weeks holidays. Applications to R. J. Welsh.



Reginald Welsh & Partners Ltd

ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS

123/4 Newgate Street, London EC1A 7AA Tel: 01 600 8357

**CORPORATE FINANCE EXECUTIVE
MAJOR RETAIL GROUP**

CENTRAL LONDON £25-£30,000 + CAR
A top level career entry role within one of the UK's most acquisitive groups. Your initial brief will involve targeting potential European acquisitions, assessing both company and market sector performance and playing a heavy role in the actual takeover. Career development is to a group Company Financial controllership. You should be graduate ACA, aged 27 to 33, with substantial exposure to corporate advisory services in a professional firm or international FMCG group.

ACA - VENTURE CAPITAL EXECUTIVE

CITY £27-30,000 + CAR
The client, a growing medium sized company, has an ever increasing range of clientele. You will train to manage a portfolio of investments and will achieve substantial involvement in venture and development capital projects, also management buy-outs, BES and start-ups. You should be graduate ACA, aged 27-33, with broad exposure to corporate finance or investigations within a major firm of Accountants.

MANAGEMENT CONSULTANT

CITY £22-£27,000 + CAR
Our client offers exposure to the whole range of financial and strategic management consultancy. The firm urgently requires two above average graduate qualified accountants with management experience gained at group or operating level in any one or more of the following areas: financial and strategic planning, cash and asset management, treasury and MIS. For truly ambitious individuals, there are additional training courses and career progression to Partner level or FD within a client makes this an exceptional career move.

CORPORATE PLANNING ANALYST

CITY £25-£30,000 + CAR
Leading venture capital company require a qualified accountant to supervise all aspects of the Corporate Planning area. Exercising tight financial control, you will oversee the production and analysis of the monthly corporate management reporting package. Assessment of key business trends coupled with Board level reporting will take you to the front line in business management experience.

For further information please call 01-242-0344 or write, enclosing your CV, to the address below.

David Chorley ACCOUNTING FOR SUCCESS ASSOCIATES
Hanover House, 73-74 High Holborn, London WC1V 6LS Tel: 01-242 0344 Fax: 01-430 1482

Financial Planner and Controller

Up to £23,373
The Education Department in Berkshire is responding imaginatively and vigorously to the challenges of the Education Reform Act. This is one of the first in a series of new posts which should appeal to ambitious candidates with vision and energy.
The Departmental Finance Officer will form part of the senior management structure which is being developed to support schools and colleges, as well as enabling the Authority to fulfil its new role in the light of the Education Reform Act.
You will plan, direct and develop Financial Support Services and procedures for the Department, Colleges and Schools and be responsible for the oversight of financial arrangements throughout the Education Service.
The County Council offers an attractive recruitment incentive package including a mortgage subsidy scheme.
If you have the enthusiasm, commitment and relevant qualifications/experience to make a significant contribution to a strong team, contact the Chief Education Officer (Ref: DMH), Education Department, Clarendon House, Clarendon Park, Reading, RG2 9XE. (telephone 0734 875444, extension 3424) for further details and an application form.
Closing date for applications 3 February.

Royal County of BERKSHIRE
AN EQUAL OPPORTUNITIES EMPLOYER

GROUP ACCOUNTANT

Circa £25,000 plus car plus benefits

To join a medium sized, highly successful and profitable electrical engineering plc involved in the design, manufacture and sale of specialised products.

Located in Berkshire close to the M4. The post involves all aspects of the group's financial administration and reports directly to the General Manager. The company has trading subsidiaries in the UK, USA, Canada and New Zealand and some travel will be required.

Candidates should ACA or ACCA and have been qualified for at least 2 years. Experience of consolidating overseas subsidiaries would be an advantage. Please forward your cv by 2nd February to:
Box A1110, Financial Times,
10 Cannon Street, London EC4P 4BY

A direct line to the executive shortlist

To secure the best appointments at a senior level needs more than good advice, accurate objectives and succinct presentation.
InterExec not only provides career advice, but also a unique service to bridge the critical gap between counselling and the right job. Why waste time and money on unproductive letters?
InterExec clients do not need to find or apply for appointments. Our 50 full-time staff with over 5,000 specialised vacancies plus, satellite InterExec to offer the only confidential Executive placement service, what is each unproductive day costing you?

For an exploratory meeting without obligation, telephone InterExec on 01-890 8042/7
Member of the Career Development & Outplacement Division
Landover House, 19 Charing Cross Road, London WC2H 0ES.

FOR ACCOUNTANTS

TOP EXECUTIVE JOBS

We can help you find the right job. Contact us for a confidential meeting to discuss your career options. We can help you find the right job. Contact us for a confidential meeting to discuss your career options. We can help you find the right job. Contact us for a confidential meeting to discuss your career options.

APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday for further information call 01-248 8000

Deirdre McCarthy ext 4177
Paul Maraviglia ext 4676
Elizabeth Rowan ext 3456
Patrick Williams ext 3694
Candida Raymond ext 3351

Corporate Financial Management

Saudi Arabia Attractive tax-free salaries

Our client is a dynamic and highly prestigious Group with substantial and diversified interests, involving a large number of joint ventures with leading, multi-national manufacturing companies. Expansion of their business activities has created two excellent openings for senior finance professionals with the vision and experience to make a significant contribution to their continuing success.

Vice President - Finance

c. US \$100,000
Reporting directly to the President, you will be responsible for the successful financial management of the Group and all its constituent companies. In addition to specific Finance Division responsibilities, you will also be directly accountable at corporate level for formulating financial policies, optimising the use of financial resources and determining the capital structure and financial mix of the Group.

This is a high profile role requiring a seasoned finance professional with an impressive record of achievement at senior level in an international, multi-faceted environment. Ideally a qualified accountant, preferably chartered with a business degree, your experience should encompass joint ventures, acquisitions, divestments and mergers. Ref. 1266/2.

Group Controller

c. US \$70,000
You will be directly responsible for all aspects of financial and management accounting throughout the Group. Specifically your brief will be to establish accounting policy and improve existing systems, formulate new planning and budgetary methods and produce regular financial reports and management accounts to the Board.

You will combine an accountancy qualification with at least eight years' commercial experience, latterly at a senior level in an international company. Probably aged 35+, you will have the maturity and potential to deputise for the V.P. - Finance. Ref. 1266/3.

For both posts, previous exposure to the Middle East and familiarity with computerised systems is desirable. A knowledge of Arabic is preferred.

Salaries are negotiable and excellent benefits include free furnished accommodation, married status, transportation allowance, bonus, free medical care and paid home leave.

Please write - in confidence - with full career details to Ghassan Yazigi, quoting the appropriate reference number.

MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL.
Offices in Europe, the Americas, Australasia and Asia Pacific.

MSL International

FINANCE DIRECTOR
N. Midlands

Attractive Negotiable Salary + Car

As a part of one of Britain's top 100 companies our client provides an almost unique service in electrical equipment maintenance on a national and global scale.

Based in the U.K. they operate a network of service centres with worldwide connections, for the repair, maintenance and rewind of electrical, rotating and static plant. Over 600 skilled craftsmen and engineers operate a 24 hour emergency call out service offering 'fly anywhere' cover. They also have agents in many parts of the world.

They are now seeking a Finance Director to assume full control of all financial aspects of the company. Responsible to the Managing Director duties will include 'hands on' and management responsibility for devising and implementing group financial policy, maintenance of all pertinent records, preparation and presentation of monthly accounts and forecasts and the provision of all data for statutory purposes.

The efficient operation of the data processing facility, together with its improvement if appropriate also form part of the function.

Liaison with the finance function at Group level is a major aspect of the appointment.

Candidates will ideally be aged from 35 years, be a Chartered Accountant (A.C.A. or A.C.M.A.) and have experience at a senior finance level gained in a technical, electrical or industrial service environment.

The position offers excellent terms and conditions, including an attractive salary, company car, health insurance, life assurance and pension schemes and relocation assistance if appropriate.

Please write with full C.V. including salary details to:
R.H. Oobiston

MAWDSLEY CONSULTANCY

The Carrington Centre, The Green, Eccleston, Chorley, Lancs, PR7 5SZ

FINANCIAL DIRECTOR

Smithfield Monarch Group are a private, Midlands based company operating major VW Audi, Porsche, Jaguar and Mercedes Benz franchises. Significant growth has been achieved over the last three years, turnover for 1988 is projected at £70 million and both resources and management expertise are in place to sustain this pace of development.

The group is at the leading edge of automotive retailing in the UK, adopting a style of operation that fully recognises changing consumer patterns. The flair, professionalism and success with which the company is establishing new retail outlets has created franchise opportunities unavailable to less marketing oriented competitors.

We now wish to appoint a Financial Director to the main board who possesses the talent, fire and ambition to make a valuable contribution at this exciting phase in the development of the business.

Specifically, applicants will be Chartered Accountants, age 30-45, with a proven record of operating successfully in a challenging management environment. Considerable skill in the sourcing and negotiation of large funding programmes is looked for, together with 'hands-on' experience in the operation of management information, budgetary control and computerised systems.

The profit related remuneration package includes the provision of two fully expensed cars, family medical cover and pension scheme. Re-location expenses will also be met.

Applications enclosing a full CV should be addressed to Mr. M. Ladbrooks, Chairman and Managing Director, Smithfield Monarch Group Limited, Bordesley Street, Birmingham B5 5PW.

FINANCE DIRECTOR

STAFFS/CHESHIRE BORDER

£30000-£35000 + Car + Benefits including Equity Participation

1987 saw one of Britain's largest management buyouts producing a group with a turnover in excess of £900m. The size however is not the priority - management quality is. The group has ambitions to lead the market in business to business services.

Our client is a subsidiary of this group with current sales of around £50m experiencing growth at 20% per annum. They operate a nationwide distribution network servicing industrial customers facilitating techniques such as J.I.T. inventory. This appointment will complete the new young board of directors.

The basic framework of responsibility is supervision of 45 financial staff and 60 in the management services area, ensuring the adequacy of control systems in finance and data processing and the production of monthly, half yearly and annual accounts. BUT...

The full contribution expected is:

- Direct involvement in shaping business direction to maximise financial performance
- Strong leadership to enhance the credibility of the finance function at all levels throughout the company
- Better computerised management information by means of improved presentation and ongoing staff training and recruitment

The position reports to the Managing Director.

As a graduate, qualified accountant, aged 30-40, you will have a proven track record in financial management in an industrial or commercial environment and will expect to be rewarded on a performance related basis. You will possess the business and communication skills to take advantage of career development opportunities at subsidiary and group levels. A relocation package is available where appropriate. Initial interviews will take place at a variety of U.K. locations.

Please apply to:
GERRY PEARSON
01-387 8118

SCOPE EXECUTIVE

(Recruitment and Consultancy) Ltd
FRESHPOST
Euston House
81-103 Euston Street
LONDON NW1 1YW
Facsimile 01-380 1585

ACCOUNTING - IN AMSTERDAM

My client is a rapidly expanding international specialist Distribution Company (a wholly owned subsidiary of a major European Airline). They are currently experiencing 40% p.a. growth - as a result of which TWO attractive career positions are available to suitably qualified ACCOUNTANTS.

FINANCIAL CONTROLLER
€35000 + CAR

THIS position will attract a technically skilled CA/ACCA - or perhaps an MBA - with proven experience in controlling a number of areas ... including CASH MANAGEMENT - CONSOLIDATIONS - TAXATION - CURRENCY CONTROLS - FUNDING ARRANGEMENTS - INTER COMPANY ACCOUNTING - REPORTING AND SYSTEMS DEVELOPMENT. Occasional travel to all parts of Europe and the U.S.A. will be required - together with the ability to build and lead a team of Financial specialists in various European locations.

BUDGETS ANALYSIS & PLANNING MANAGER
€35000 + CAR

THIS position will appeal to a suitably experienced ACCOUNTANT (or MBA) - man or woman with a flair for the Marketing and Commercial side of a sales led Service Industry business.

The job will call for skills in - FORECASTING - PLANNING - BUDGETING/CONTROL - INVESTIGATION & REPORTING - MONITORING OF RESULTS - DETAILED FINANCIAL ANALYSIS - MODELLING and REPORT WRITING. Skills in Presentation of information and liaison are required. It is expected that applicants will have a Sales/Management/Marketing background.

BOTH positions are based in AMSTERDAM - with a requirement for some international travel. The Company can assist with initial accommodation requirements. Applicants should be qualified, ideally under 40, and used to working in a demanding results orientated environment. All communication in the Company is in English, although any knowledge of European languages will be an added advantage.

If the prospect of working in Europe NOW appeals - contact:

ARTHUR FLITTER., AFA, MECI, MBIM (Adviser to the Company)

BEAUMONT MANAGEMENT SERVICES LIMITED
Beaumont House
Station Path
Staines, Middlesex TW18 4AL
Tel: (0784) 62131 (24 Hours)

BEAUMONT MANAGEMENT SERVICES LTD.

Management Recruitment Consultants

Finance Director Europe (Paris Based)

Our client is a rapidly expanding UK based computer company operating throughout Europe and the USA. Through their specialised subsidiaries they provide turn-key solutions to major corporations, banks and finance houses.

Their growth by acquisition has led them to require a Finance Director to control the financial activities of their French and German companies. Initially based in Paris you will have all the normal responsibilities of such a position, with special emphasis on treasury management and forward buying and selling of currencies. You will also be involved in group financial operations.

The essential requirements for this position are that you must have operated in a board level financial position within a multi-national commercial environment. You must possess financial qualifications and be a highly effective manager and skilled communicator experienced in handling employees, banks and auditors throughout Europe. You should be fluent in English and it is desirable that you are able to communicate effectively in French and possibly German.

There is an excellent package which includes a high salary commensurate with the position, together with profit share, expenses, relocation and other fringe benefits including a Mercedes or Jaguar.

If you possess the qualities to enable both you and our client to prosper from you joining them then apply in English forwarding your CV with assurance of absolute confidence to: Paul Reeve, Managing Director, Gibson Barclay Limited, Recruitment Consultants, High Street, Marton, Warwickshire CV23 9RF. Tel: 0826 633223/4 (24 hours).

GIBSON BARCLAY

FINANCIAL CONTROLLER

Construction Industry

My client, a leading Contracting group seek to appoint two Financial Controllers for two autonomous Group companies based in Surrey and Greater Manchester respectively. In addition to normal responsibility for the financial operation of the Company, the financial controller will also play a crucial role in helping to steer the Group company on its next stage of growth and profitability. This will require technical accounting skills, a pro-active style and the drive and energy to lead a dedicated team in a fast moving environment.

Candidates should be qualified accountants, with a successful track record in financial management preferably with a multi-site business in the construction industry.

The position carries a substantial salary together with the benefits associated with a large National employer.

In the first instance please send your cv to me stating salary expectations.

If you wish to discuss this vacancy phone me, Michael Allbrook, Personnel Consultant, on 0483 275666.

ARCHERS

Smithbrook Kilns, Cranleigh, Surrey GU6 8JJ.

Company Accountant

C. London c.£25,000 plus fully expensed car

An established manufacturer and importer of quality fashion enjoys substantial financial and technical backing from its parent company. Projected 1989 turnover is £10m and there are ambitious plans which could include stock market flotation.

As controller of the accounting function you will oversee a sophisticated financial system, featuring software specifically designed for this client's business. Therefore, balanced experience of both financial and management accounting functions combined with computer literacy are called for. In addition you should be able to demonstrate excellent combination skills plus a degree of commercial acumen.

The position offers substantial challenge now and planned expansion will ensure continued interest in the longer term.

Write, with full CV and daytime telephone number, to Patrick Donnelly, quoting ref. FT/040.



PD Consultants

MANAGEMENT - SELECTION
514/516 Vauxhall Bridge Road, London SW1V 1AA. Tel: 01-828 2275

HIGH TECHNOLOGY - CHELSEA - c£45,000 package + benefits + car + options

INGRES

RELATIONAL TECHNOLOGY
- FINANCE DIRECTOR -

Relational Technology is the leading supplier of distributed relational database software and has been established 3 1/2 years in the UK. During this period the UK Company has grown to 125 employees and a turnover of £10m; more explosive growth is forecast.

We seek a Finance Director for the UK operation to take complete control of the F&A, MIS and HR function.

The following experience is absolutely necessary:

1. High tech background, preferably software supply or software services.
2. Computer literacy including the use of spread-sheet technology.
3. Dynamic growth environment, with a turnover in excess of £10m.
4. Group experience, either in a parent company or a subsidiary, preferably of US listed corporation.
5. A formal accountancy qualification.
6. Management through managers.
7. An indestructible sense of humour.
8. Availability with a maximum of 60 days notice.

The Directors, including the Managing Director, are in their mid to late 30's and the right candidate will complement this age range.

If you meet the above criteria and would like to have fun in an informal friendly and hard-working environment, please send your CV to:

Mr R E Shand, Chief Financial Officer International Operations,
Relational Technology International Ltd., Anchor House,
15-19 Britten St., London SW3

Financial Controller

Central London c.£30,000 + Car

Our client is a substantial international group of property investment, development and construction companies with a net tangible worth in excess of £50 million.

Its involvement in prestigious building projects, both civil and domestic, has established the group as one of the leaders in its field and it is now committed to increasing its activity in the areas of property and related investment.

At this exciting phase in their development, they are seeking to appoint a qualified accountant, aged ideally between 28-35. The position will carry responsibility for all fiscal aspects of the business and calls for the ability to contribute to the overall financial planning and direction of the group.

Candidates should be able to demonstrate solid financial management expertise, possibly gained within a property related business or at a group HQ.

Full C.V.s should be sent to Sue Ritchie, Executive Recruitment Consultant quoting reference SR/S6113.

Hays Allan
Management Consultants

Southampton House, 317 High Holborn, London WC1V 7NL
Also at Cambridge, Canterbury, Exeter and Reading

Executive Search and Selection

FINANCIAL CONTROLLER WANT A DYNAMIC FUTURE WITH SOME GREAT CHARACTERS?...

Continuing expansion has created a fantastic opportunity at Dakin UK, one of the fastest growing companies in East Anglia. We are Britain's leading supplier of soft toys, and part of a multinational corporation with a turnover exceeding \$200 million. We have the exclusive licence for some of Britain's most popular character toys, including Garfield and most recently Dennis the Menace.

Our modern offices are just a few minutes out of Cambridge, set in attractive countryside with easy access and plenty of free parking.

We are looking for a lively character to take a key role in an expanding company with an exciting future. To the right person we are offering a generous salary with an attractive package of benefits including company car, pension, PPP and profit-sharing scheme.

The person appointed to this key senior position should be suitably qualified and will be responsible for the management and daily operation of all general accounting and book-keeping functions including daily cash management, and inter company accounts.

He/she will be responsible for the preparation of annual budgets, of monthly financial statements, and of all schedules and reports needed for auditing purposes. He/she will liaise with bankers on all financial matters, and carry out any financial assignments arising.

Applicants under 35 may not be sufficiently experienced to undertake this most challenging position. The ability to speak a foreign language would be a real asset, and non-smokers are preferred.

For an application form, please contact Madeleine Lugton at Dakin UK, Dakin House, Fernbrook Avenue, Waterbeach, Cambridge CB3 9QR.
Tel: 0223 863344
Fax: 0223 862580
Telex: 818357 RDAKIN G



A Dakin is for Keeps

© R.L. THOMSON & CO., LTD., 1989

FINANCIAL CONTROLLER

South East Essex c.£25,000 + car

Our client is a publicly quoted engineering and manufacturing group of companies with turnover of £13m.

A financial controller is required to take full responsibility for the accounting function of the group managing a sizeable department with particular emphasis on interpretation of management information.

Applicants should be qualified accountants aged 28-40 who are familiar with computerised systems and have gained accounting experience within a manufacturing environment either within industry or a professional firm of accountants. It is anticipated that the successful candidate will be appointed to the Board of a subsidiary company once they have adequately demonstrated their abilities.

Please send career and personal details quoting reference F939/A to Carrie Andrews.

Ernst & Whinney

Executive Recruitment Services
Becker House, 1 Lambeth Palace Road, London SE1 7EU

Operational Audit

Midlands or mid/late 20's c£25,000 + car
Thames Valley based

Our clients are a major industrial group, competing successfully at the forefront of the communications revolution. They already dominate the UK market and have a substantial international presence but are ambitious for further organic growth and acquisition. In response to this demanding business environment they have recently restructured the operational audit function to provide management with an objective investigative resource and vacancies exist to join this team. Routine compliance audit is carried out locally so that the team's responsibilities centre on the review of operational systems to optimise control and efficiency. The role is highly professional with a commercial bias and, therefore, provides an ideal bridge from the profession to a career in industry. Management recognise this experience as an excellent base for planned personal development within the group. Applicants must be qualified, with valid audit-based experience gained either in the profession or industry. Ref: 1682/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R.A. Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours.)

Phillips & Carpenter
Selection Consultants

FINANCIAL CONTROLLER

required by
International Gaming and Leisure Equipment Distributors

NORTH LONDON/HERTS

Excellent salary package

An expanding private group of companies seeks a qualified chartered accountant with several years commercial experience. Responsibilities include financial investigation analysis and Budgetary control for the group. In addition the successful candidate will develop and maintain effective management reporting systems and assist the directors in highlighting and solving commercial problems.

Applicants should send a full C.V. quoting current salary to Ms. R. Veitch,



Eurocoin Limited, Forum House, Mason Street, Banet, Herts. EN5 5SD

FINANCE DIRECTOR

c.£25K + Potential Share Options (London Heathrow)

Our client is the European leader, dominant in the UK, in providing computer systems to hotels.

Established in 1981 turnover, approaching £7m, has grown at a compound rate of 35% per annum

They have offices in London, Edinburgh, Paris, Nice, Toulouse, Brussels and Utrecht. Further expansion is anticipated throughout the EEC

Planning for a USM Flotation is underway.

They seek a Chartered Accountant educated to degree level. Key responsibilities lie in:

Ensuring the relevance and integrity of financial information produced within the company and the interpretation of that information.

Ensuring that the control systems within the company evolve as needed.

Maintaining first class relationships with the company's Bankers, Auditors, Lawyers and other professional advisors.

Involvement in all activities to achieve the successful USM Flotation.

It is unlikely anyone over 35 years of age will have the energy and drive to cope with the continued expansion of the company.

For further information please telephone Philip Meyer on 01-730 2122 or write, stating the skills you offer to meet the key responsibilities outlined.

Executive Resources Limited,
Fourth Floor, 35 Grosvenor Gardens,
London SW1W 0EB. Tel: 01-730 2122

ARE YOU AN ENTREPRENEURIAL FINANCE DIRECTOR?

We are a young, exciting and aggressive company. We are already a leader in toiletry products and intend to expand rapidly by diversification and acquisition.

You are a qualified accountant with entrepreneurial skills. You will join an effective and competent management team.

You will be appointed Finance Director to be responsible for:

- Development and control of the company's highly computerised systems
- Overall financial organisation of the company
- The provision of financial and management information.

And play a leading role in the development of policy and business strategy.

Salary and benefits are negotiable and will reflect your true worth. You are unlikely currently to be earning less than £40,000 p.a. If you feel you are the right person for this job, please apply in writing to:

The Chairman
Grosvenor of London plc
49 Marylebone High Street, London W1M 3AD

FINANCIAL/COMMERCIAL DIRECTOR AGE 35-45

£60K + PACKAGE INCV. BASE, QUAL. CAR AND OTHER BENEFITS

Meritlink, one of the UK's leading distributors of electrical products seeks a Financial/Commercial Director with accountancy qualifications enabling the direction of acquisitions and control of rapid expansion.

The appointee should come from a multi-national corporate or similar growth environment that may possibly be lacking in opportunities for more creative management. It is imperative that applicants can demonstrate an entrepreneurial flair at initial interview.

Reporting directly to the Chairman, it is important that the appointee has the presence to support his forward development strategies across the full range of company activities.

The post involves some international travel and represents strong financial and career security at the same time affording the opportunity to extend full potential.

To arrange an early interview call Greg Eaton on 01-906 3633 between 9.30 - 6pm January 19th. Previous applicants need not re-apply.

J A C JAPANESE CONNECTIONS

1 NEWLY QUALIFIED A.C.A. FOR P.A./SPECIALIST ROLE CIRCA £24K

Ideal candidate - High calibre, experience of big 8 capital markets. Should have a project based/analytical background.

2 SWAP ACCOUNTANT SALARY NEG

Would suit bright graduate/part qualified/tailed A.C.A. interested in this area

3 ASSISTANT ACCOUNTANT CIRCA £14K

Part-qualified for number 2 position in financial company account dept.

4 SEMI SENIOR ACCOUNTS ASSISTANT CIRCA £12K

Experience in expense analysis, budget preparation and expense monitoring against budget. Preferably from a commercial rather than a C.A. background.

IF YOU FEEL YOU CAN OFFER YOUR EXPERIENCE TO THESE POSITIONS PLEASE CALL: DAVID HILL AT J.A.C. ON 01-798 3132

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MANAGEMENT ACCOUNTANT

£23,000 + Share Option + Car

Bexley, Kent

Pharmax Limited is the progressive and rapidly expanding UK marketing and manufacturing subsidiary of a research based US Health Care Group.

As a result of growth, we are looking for a qualified Accountant to strengthen our financial team.

Reporting to the Financial Director, the successful applicants will initially be involved in reviewing and updating our computer based Financial and Management Information Systems; the preparation and monitoring of Budgets and Forecasts and all financial aspects of projects and business development opportunities.

There is an excellent career opportunity for an individual with relevant commercial experience gained in a manufacturing environment who is looking for a broad role in the financial and taxation affairs of the company and has the potential to progress to a Company Secretarial appointment.

Attractive remuneration package including non contributory pension scheme and assistance with relocation expenses where necessary.

Please write in confidence with full career details to:-

Sue More
Pharmax Limited
Bexley
Kent DA5 1QC
Telephone: 0322 91321

GRE Asset Management

Head of Investment Accounting Unit Trusts

Docklands - up to £25,000 basic + valuable benefits

Our client, GRE Asset Management Limited, the newly independent arm of the Guardian Royal Exchange Group, manages the securities owned by the Group and funds worth some £400 million of the ten GRE unit trusts. Currently administered externally, the unit trusts will be brought in-house in the near future. The newly appointed administration manager requires a key executive to establish, manage and oversee the continuing development of an efficient investment accounting department.

Your brief, initially, is to recruit a core team of investment accountants staff and to establish the necessary administration and accounting procedures. Thereafter your department will be responsible for investment accounting, daily pricing and the production of fund accounts. You must ensure that compliance regulations are adhered to.

Probably aged 25-35 with a recognised accountancy qualification you are currently working within a unit trust group in a supervisory capacity. You must have a thorough knowledge of trust accounting including portfolio valuations and taxation. Recent exposure to computerised systems is essential. As this is a new operation the appointee must possess the requisite drive and initiative to create an efficient and effective department.

For a strictly confidential discussion, telephone or write to our advising consultant, Fiona Law quoting reference 1172. Guardian Royal Exchange is an equal opportunities employer.



Financial Search and Selection
is Old Bond Street London WC2 3DU
Telephone: 01-493 0156

FINANCE MANAGER - TO £30K TAX FREE

Muscat

The position of Finance Manager provides an excellent opportunity for a Chartered Accountant to broaden his experience in an overseas working environment. The immediate attractions of this appointment are the professional challenge of the job of maintaining unquestionably high standards of financial control of an operating business with the career prospects and contact of working with a renowned British worldwide trading and services group; the lifestyle afforded overseas with a high disposable income and a post country with a reputation as one of the most favoured overseas postings. Reporting to the Managing Director, and an important integral part of the senior British management team, you will be based in Muscat, the capital of the Sultanate of Oman, and be responsible for the financial control of this company which has an annual turnover of £14 million. The main business activities are the marketing and distribution of respected brands of wines,

spirits and fast moving consumer goods, industrial products/equipment, shipping and travel agencies. You will have a department of five but will be indirectly responsible for 25 staff whom you will be expected to manage, motivate and train effectively. There is an active and clearly defined functional responsibility to the Group Financial Director to develop and refine systems in compliance with group financial policy, ideally aged between 28-33 and computer literate, you will have had sufficient commercial experience which indicates both the potential and the ambition to progress to more senior levels of responsibility. This position is offered with a comprehensive benefits package including full married status and interested candidates should telephone Roger Lilley TODAY on 0784-71866 or write to him at Roger Lilley Associates, International Management Recruitment, Runnymede Millhouse, Runnymede Road, Egham, Surrey TW20 9BQ.

ROGER LILLEY ASSOCIATES

International Management Recruitment

Group Financial Controller

LONDON To £28,000 + Car + Benefits

Our client is a highly successful privately owned group of companies involved in all aspects of construction, property and leisure. Due to continuing expansion the Group Financial Director now needs to strengthen his head office team by appointing a Senior Controller. The appointee will be involved in all aspects of the finance function including system appraisal, development and implementation. Candidates for this appointment will be qualified accountants aged in their late 20's to mid 30's who are seeking a positive career move where there are excellent prospects for future development. Please send a full CV with hand-written covering letter quoting reference MS27 and also state clearly under separate cover any companies to which you do not wish your application forwarded.

MOORES & ROWLAND

Clifford's Inn Fetter Lane, London EC4A 1AS

MOORES & ROWLAND MANAGEMENT ADVISORY SERVICES LIMITED A MEMBER OF MOORES ROWLAND INTERNATIONAL

COMPANY NOTICES

NATIONAL BANK OF CANADA

US\$ 50,000,000 Floating Rate Deposit Notes due July 1991

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from January 17, 1989 to July 17, 1989, the Notes will carry an interest rate of 9 1/4% per annum. The interest payable on the relevant interest payment date, July 17, 1989 will be US\$ 246.86 per US\$ 5,000 Note.

KREDIETBANK S.A. LUXEMBOURGEOISE

KOREA GROWTH TRUST International Depositary Receipts evidencing Beneficial Certificates representing 1,000 Units

Notice is hereby given to the Unit-holders that Korea Growth Trust declared a distribution of Won 557,000 per Unit, 1,000 Units payable on January 27, 1989 in the Republic of Korea at the 'spot' rate on January 27, 1989. The proceeds of the sale of the Unit-holders' shares as one of the following offices of Morgan Guaranty Trust Company of New York: - Brussels, 25, avenue des Arts - New York, 29, West Broadway - London, 1, Abchurch Lane - Frankfurt, 44-46, Alster-Landstrasse - Zurich, 28, St. Gallenstrasse

PORTUGUESE GOVERNMENT 3% EXTERNAL DEBT 1982

In accordance with the law of the 10th May 1982 and the Decree of the 9th August of the same year, the General Fund instalments due 1st January 1989 have been affected by the Junta do Crédito Publico in Lisbon as follows:-

1ST SERIES BONDS Purchases in the market consisted of 2 bonds £20,000 and 4 bonds £100,000 totalling £240,000. The interest of the instalment was made up by the drawing of £240,000 from the General Fund, bonds of this series are repayable at a premium of 20% of their face value.

2ND SERIES BONDS Purchases in the market consisted of 11 bonds of £19,900 and 1 bond of £20,000 totalling £239,900. The interest of the instalment was made up by the drawing of £240,000 from the General Fund, bonds of this series are repayable at a premium of 20% of their face value.

3RD SERIES BONDS The instalment was met by the drawing of £240,000 from the General Fund, bonds of this series are repayable at a premium of 20% of their face value.

The above-mentioned drawn bonds are repayable on 31st January 1991 and bears stamped by the Portuguese Financial Delegate for payment in the Republic of Korea. For payment at the Secular Depositary Company of Morgan Guaranty Trust Co., Limited, 8 Bishopsgate, London, E.C.2M 3AP, where lists of the numbers and amounts of the drawn bonds may be obtained.

HYOSUNG (AMERICA), INC US \$ 20,000,000 Floating Rate Notes Due 1991

Notice is hereby given to the holders of the Floating Rate Notes, that the interest rate on the notes will be reset on January 17, 1989 to 9 1/4% per annum. The interest payable on the notes will be US\$ 1,333.77 per US\$ 100,000 note.

THE TAIYO KOBE BANK LIMITED NOTICE TO THE HOLDERS OF U.S.\$120,000,000 1 1/4% per cent. Convertible Bonds Due 2002

Permanently to Clause 7 (E) of the Trust Deed dated 29th September, 1987, the interest rate on the Convertible Bonds (the "Bonds") and condition 5 (C) of the terms and conditions of the Bonds, notice is hereby given as follows:

The Company will offer to purchase the Bonds at an issue price of Japanese Yen 670 per share to the shareholders of record as of 15th January, 1989 (Japan Time) at the rate of 100 Yen for each one share. As a result of such offering, the conversion price of the above Bonds has been adjusted in accordance with condition 5 (C) of the terms and conditions of the Bonds from Japanese Yen 1,877 to Japanese Yen 1,887.70, effective as from 15th January, 1989.

THE TAIYO KOBE BANK LIMITED LONDON BRANCH (As Principal Paying Agent) Dated: 19th January 1989

LEGAL NOTICES

EXCHANGE SECURITIES & COMMODITIES LIMITED AND RELATED COMPANIES ADVERTISEMENT PURSUANT TO CLAUSE 9(3) SCHEME OF ARRANGEMENT

EXCHANGE SECURITIES & COMMODITIES LIMITED EXCHANGE SECURITIES FINANCIAL SERVICES LIMITED EXCHANGE SECURITIES INTERNATIONAL LIMITED EXCHANGE SECURITIES INVESTMENT MANAGEMENT LIMITED

THE FUTURES INTL LIMITED GOOD GOLLY PRODUCTS LIMITED GROOMING METALS LIMITED COMEX LIMITED NEWLIGHT COFFEE COMPANY LIMITED NEWBARK METALS LIMITED JURY PUBLISHING LIMITED GINBAR INVESTMENTS LIMITED WATKINS CASTOR OIL COMPANY LIMITED BAYTREE BREWERY LIMITED AND PRESS FOR LIMITED

Notice is hereby given by Stephen Strickland James, the Administrator of the Scheme of Arrangement between the above named companies and the Creditors of the Scheme, that any person considering themselves to be a Creditor of the Scheme who has not received notification from the Administrator pursuant to Clause 9(2) of the Scheme (such notification stating the valuation by the Administrator of the Scheme Creditor's claim) is required to submit written details of their claim to the Administrator at West Marwick, London EC4A 3PD within 21 days of the date of this advertisement.

S.S. JAMES ADMINISTRATOR

IN THE HIGH COURT OF JUSTICE CHANCERY DIVISION IN THE MATTER OF SOUTH GREEN HOLDINGS P.L.C. (formerly Metanac Justice P.L.C.) and IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated the 12th day of December 1988, confirming the reduction of the capital of the above-named Company from £1,000,000 to £200,000 and the Minutes approved by the Court and showing with respect to the capital of the Company an altered the several particulars required by the above-mentioned Act were registered by the Registrar of Companies on 20th December 1988.

DATED this 17th day of January 1989. Kenneth Swan, Solicitor for the above-named Company.

For a full editorial synopsis and advertisement details, please contact: Kenneth Swan on 031-220-1199

or write to him at: 37, George Street Edinburgh EH2 2HN FAX: 031-220-1578

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

CLUBS

EVE has outlived the others because of a policy on fair play and value for money. Supper from 10-3.30 am. Disco and top musicians, glamorous hostesses, exciting floorshows.

189, Regent St., 01-734 0555

Caring for Careers

TREASURY ACCOUNTANT £28,000 + Car + Benefits This Multi-National engineering group has recently expanded its global Treasury operations. Based at the London Head Office you will report directly to the controller, and be expected to work on the day financial accounting, reporting systems and procedures relating to the Treasury function. Ideally aged 25-30 with three years post qualification experience, good interpersonal skills, an eye for detail and a willingness to learn are essential. Career opportunities within this successful group are excellent across within the UK, Europe or US operations.

FINANCE MANAGER £28,000 + Car + Benefits This well established company specialising in the design and project management of offshore oil and gas installations is seeking a mature qualified accountant (30-40 max) who is well used to pressure and responsibility combined with possessing very good interpersonal skills. Responsibilities will include the financial aspects of the company's operations and advising management on the commercial considerations of a wide range of business options. Benefits both financially and professionally are what one would expect from a highly successful company of this size.

FINANCIAL CONTROLLER £27,000 + Car This prestigious role within an expanding service requires an experienced qualified accountant with a very professional and business-orientated outlook. You will have total responsibility for the financial and administrative affairs of the company, and therefore be able to contribute significantly in the planning and implementation to further develop the business. A service industry background is essential and for this high profile position you must have excellent communication skills, be self-motivated and a self-starter. Reporting directly to the Chairman, prospects are unlimited within this profit orientated organisation.

GROUP ACCOUNTANT £26,000 A rapidly expanding holding company with subsidiaries engaged in the manufacture of low industrial/commercial goods, urgently require a specific ACA aged 25-35 to form a part of their London-based Head Office. Technical experience should encompass Financial/Management accounting, consolidations, tax and the ability to transfer figures into a meaningful management tool. The ideal candidate can look forward to a very rewarding career as a promotion to the board of Directors has been indicated for the near future.

MANAGEMENT/FINANCIAL ACCOUNTANT £28,000 + Car + Benefits A Blue Chip financial company part of an incorporation recognised to be the largest in its field, has created the following vacancy for a dynamic qualified accountant aged 25-30 with a minimum of 2 years post qualification experience. Managing a department of six, responsibilities will cover the preparation of monthly management accounts, budgets to tight deadlines and some corporate tax. US and UK finance as well as currency analysis and some corporate tax. Although experience gained within the finance sector would be advantageous, excellent communication/personal computing skills are essential.

TARIFF ACCOUNTANT £25,000 Part of a major worldwide organisation, one of the UK's fastest growing companies is seeking a high calibre businessman or woman to enter a key and vitally important area of its communications business. Working closely with the Marketing Department you will need to show initiative as well as analytical skills and be able to communicate your ideas effectively. You will be required to take a completely corporate view on tariffs and set out the strategy for the future profitability of the business. Reporting to the Financial Controller, you should be aged between 30 - 40 and ideally possess an MBA, but if not, an accountancy qualification. This is an excellent opportunity for the right person to become totally involved in this business where prospects are superb.

201 VICTORIA STREET LONDON, SW1 01-828 9919

34/36 THE BROADWAY CRAWLEY WEST SUSSEX 0293 560996 11/16 MARKET STREET GUILDFORD SURREY 0483 578900 20 WEST STREET BRIGHTON EAST SUSSEX 0273 207261

FINANCE DIRECTOR (Designate)

To £25K, Bonus, Car & Benefits Sheffield

Our client is a well established family company producing high quality safety equipment. Whilst their current turnover is in the region of £1 million, recent changes in their product range have started to generate a further growth in sales. Their current financial director will be retiring in the near future and they are looking for someone who will:

- manage the finances of the company, - have overall responsibility for the provision and presentation of management information using computerised systems, - have overall responsibility for central administration, - act as Company Secretary.

Candidates should have a recognised accountancy qualification and experience of working at a senior level, ideally in a marketing/distribution environment involving export sales. This is an excellent opportunity for someone to have a long-term future with a developing company which actively requires participation in the overall running of the business.

Apply in confidence, by sending a CV to: Trevor Tindell, Grant Thornton Management Consultants Limited, 5th Floor, St. Johns Centre, 110, Albion Street, Leeds LS2 8LA quoting Reference S107.

Grant Thornton Management Consultants

FINANCIAL DIRECTOR (DESIGNATE)

SOUTH ESSEX - £30,000

Our client is a fast expanding company in the food wholesaling business and has built up a considerable reputation in the trade.

A first class opportunity has now arisen for a qualified accountant to head up the finance and administration team. Reporting to the managing director the applicant is required to develop management systems and negotiate with bankers together with performance reviews.

Candidates should be between 32-45 and will need to demonstrate commercial awareness to enable them to be able to contribute at Board level. Knowledge of import procedures and foreign currency transactions desirable.

The remuneration package will include negotiable salary and executive car. Interested applicants should send a comprehensive career C.V. to D J Barwick, FCA, D J Barwick & Co., Chartered Accountants, 609 Romford Road, Manor Park, London E12 5AD

Financial Controller

Oxford based c.£35-40,000 + car + benefits

RM RESEARCH MACHINES

-A highly successful British company making and marketing a range of micro-computers and network products. Founded in 1973, profitable every year since then, growing at over 60% pa, with 1989 turnover expected to exceed £50 million.

THE REQUIREMENT - Is for a Financial Controller, reporting to the Finance Director, to take responsibility for all Financial and Management Accounting and Accounting Systems Administration.

THE PERSON - A dynamic and motivated, but mature, C.A. Ideally in his or her early 30's with experience in manufacturing industry. Good communication and management skills and an ability to implement sound systems and controls in a rapidly growing company are essential.

- This position will ATTRACT those who: - are excited by the challenge of controlling a dynamic and fast growing company. - will benefit from the experience of working with the F.D. in preparing the company for a possible Stock Exchange listing. - have the potential to make a senior management contribution in the company as it moves to a Divisionalised Business structure and develops its European opportunities. - enjoy working with a particularly high calibre and motivated management team in a single status company.

Please write in confidence enclosing full career summary and indicating current salary level to Peter Lever, quoting reference 1905.

Oggers

MANAGEMENT CONSULTANTS Oggers and Co Ltd, One Old Bond St, London W1X 9TD. 01-499 8311

GROUP ACCOUNTANT

Circa £25,000 plus car plus benefits

To join a medium sized, highly successful and profitable electrical engineering plc involved in the design, manufacture and sale of specialised products.

Located in Berkshire close to the M4. The post involves all aspects of the group's financial administration and reports directly to the General Manager. The company has trading subsidiaries in the UK, USA, Canada and New Zealand and some travel will be required.

Candidates should be ACA or ACCA and have been qualified for at least 2 years. Experience of consolidating overseas subsidiaries would be an advantage. Please forward your cv by 2nd February to:

Box A1110, Financial Times, 10 Cannon Street, London EC4P 4BY

The Financial Times proposes to publish this survey on:

Friday, March 17th 1989

For a full editorial synopsis and advertisement details, please contact:

Kenneth Swan on 031-220-1199

or write to him at:

37, George Street Edinburgh EH2 2HN FAX: 031-220-1578

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

WHICH FT DIARY WILL YOU CHOOSE FOR 1989?

WITH OVER 100 PAGES OF METICULOUSLY RESEARCHED INFORMATION - PRESENTED IN A CHOICE OF 4 SUPERB FINISHES - THE FINANCIAL TIMES DIARY MUST BE YOUR CHOICE FOR 1989

AN INDISPENSABLE BUSINESS TOOL

Apart from making day-to-day planning simpler and more efficient, the Financial Times Desk Diary is indispensable as a permanently ready reference source. In fact, it's like having an international business data base on hand whenever you need it.

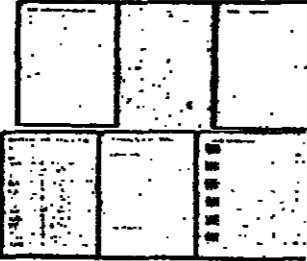
New, subtle improvements in design and layout give 30% more space on the day-to-day and notes pages. Also, to ensure that the data in the FT Diary is right up to the minute, we've added information that reflects changes in the world's financial markets.

As you would expect from a highly respected newspaper like the Financial Times, information has been meticulously researched with everything easy to find and clearly laid out.

Whether you need key statistical data, business vocabulary in German, French or Spanish or to know which airlines fly to a particular city, the diary will tell you. It can help you plan your trip to the finest detail with useful information on visas, customs, business hours and local holidays, for example, in over 55 countries.

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Business Directory. Contains glossaries of the stock market, financial and computer industries. Lists top 100 major international banks, computerised databases and world stock markets, UK unit trusts, UK insurance and pension funds and other major international organisations.



Business Travel. 28 pages of country surveys covering airports, transport, car hire, hotels, visa regulations, currency regulations, business hours and useful addresses, business vocabulary in four languages, world time differences, maps of the financial districts of the world's major Business Centres and climatic conditions in 78 international cities.

The Diary includes 4-page planner, business and motor expense tables. Diary runs from 28 November 1988 to 28 January 1990, showing 7 days at a glance, international public holidays, number of days passed and left in the year - together with tax and calendar week numbers. Plus four months of the 1989 calendar on each page.

Statistics and Analysis. Graphs showing the FT Ordinary Share Index, FT Actuaries British Government All-Stocks Index, FT-SE 100 Index, London Dow Jones Industrial Average Index and the Standard and Poors 500 Composite Index for New York and the Nikkei Average Index for Tokyo. A Guide to FT Statistics defines the indices found in the Financial Times. Weekly analysis chart for scheduling and planning over a year. Includes weights and measures, international clothing sizes, metric conversions and graph paper for your own analyses.

World Atlas with 48 pages of maps in full colour.

Indexed Address/Telephone Directory - with international dialling codes.

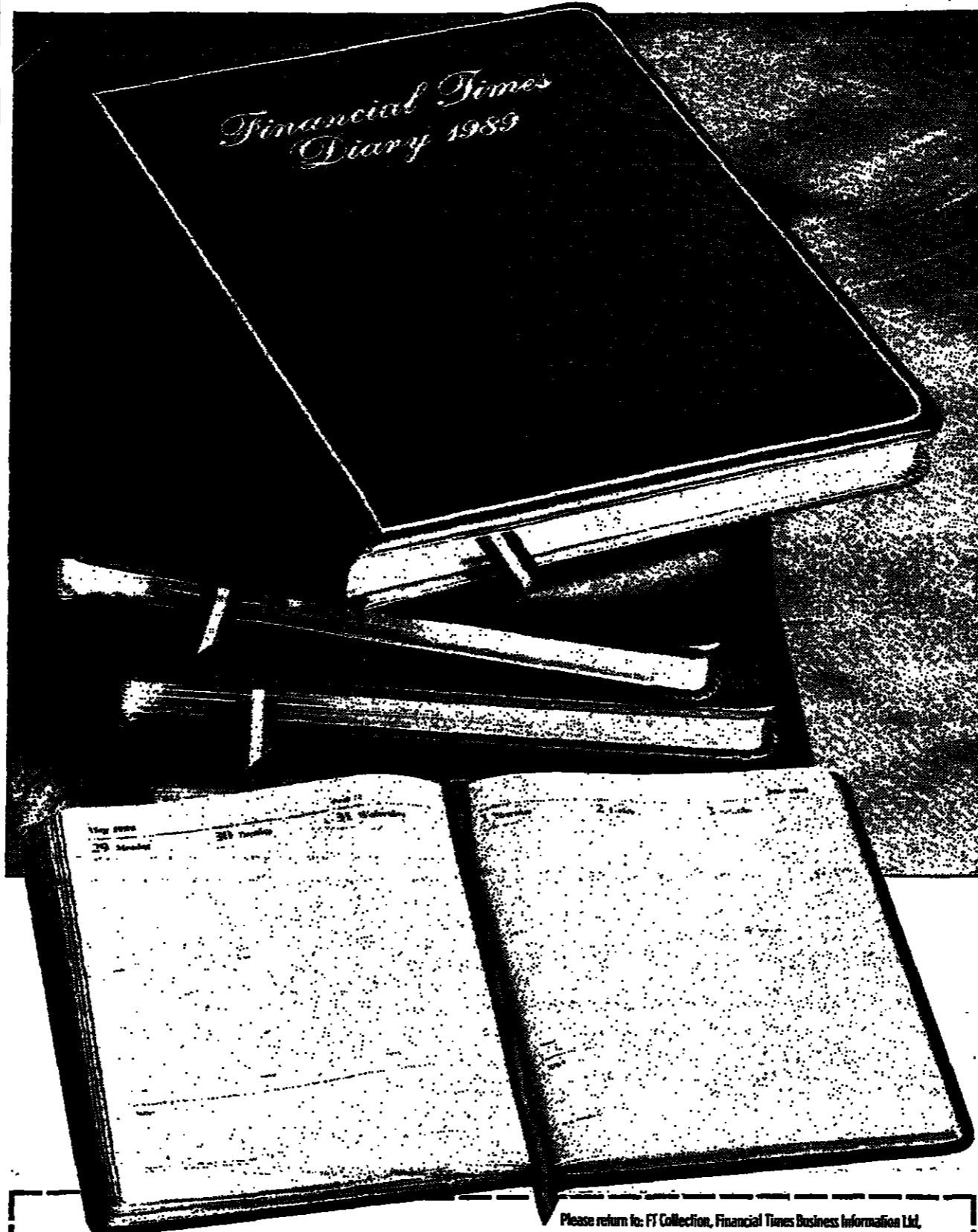
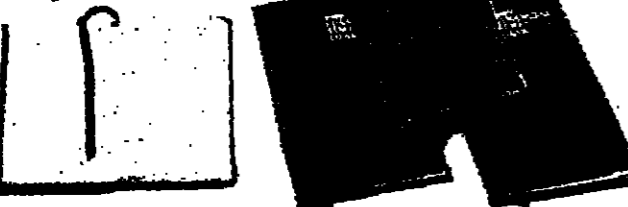
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According to your taste and budget there's a selection of cover bindings - Rich Black Leather, Burgundy Bonded Leather or Black Leathercloth. And for those who want the ultimate in quality and craftsmanship there's the Chairman's Set, consisting of a matching desk and pocket diary, bound in sumptuous rich brown leather with fine gold tooling.

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The FT Pocket Diary contains details of international business centres, hotels, restaurants, UK airports and much, much more. In a choice of three bindings to match the Desk Diary.



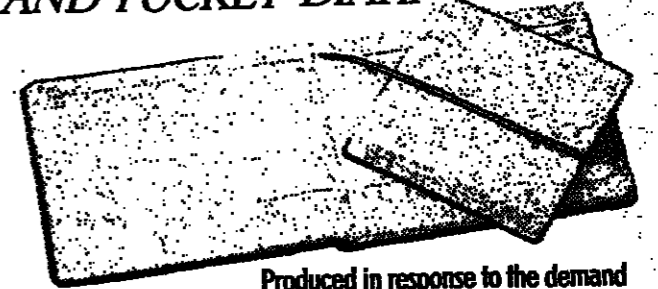
FOR 1989?



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The FT Wallet with its distinctive three-fold design is elegantly styled in black or burgundy leather with a moiré silk lining, gilt corners and a handy notepad.

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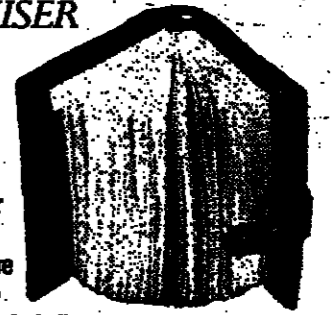
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DL 07006	0451 Desk Diary, black leather	£55.94	£56.75	£42.60	£41.67	£39.82	£38.43	£34.72
DB 07018	0475 Desk Diary, burgundy bonded leather	£36.62	£39.95	£27.14	£26.55	£25.37	£24.48	£22.12
DP 07286	2320 FT Pink Desk Diary, black bonded leather, pink pages, page-a-day	£25.07	£29.90	£18.22	£17.82	£17.03	£16.44	£14.85
DC 07020	0499 Desk Diary, black leathercloth	£28.47	£25.85	£14.44	£14.13	£13.50	£13.05	£11.77
PL 07031	0457 Pocket Diary, black leather	£11.44	£10.95	£8.74	£8.55	£8.17	£7.88	£7.12
PP 07274	2141 FT Pink Pocket Diary, black cover, pink pages	£11.04	£10.60	£8.37	£8.19	£7.86	£7.55	£6.82
PD 07043	0481 Pocket Diary, burgundy bonded leather	£10.86	£10.45	£8.23	£8.06	£7.70	£7.43	£6.71
PC 07262	0561 Pocket Diary, black leathercloth	£10.17	£9.85	£7.68	£7.51	£7.18	£6.93	£6.26
WP 07316	2335 Wallet, black leather, 10 PP	£22.94	£20.95	£17.89	£17.50	£16.73	£16.14	£14.59
WB 07304	2330 Wallet, burgundy leather, 10 PP	£21.21	£19.45	£16.51	£16.15	£15.44	£14.90	£13.46
WL 07298	2325 Wallet, black leather, 10 PP and PC	£21.21	£19.45	£16.51	£16.15	£15.44	£14.90	£13.46
FM	Factfinder, black leather personal organiser	N/A	N/A	£26.95	£26.30	£24.32	£23.98	
FBG	Factfinder, burgundy leather personal organiser	N/A	N/A	£26.95	£26.37	£24.32	£23.98	

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INSIDE

Shhh - you know who's trading

The noise and hurry-burry of pits in the London International Financial Futures Exchange is hardly conducive to secret keeping. Yet West German banks, which trade their government's Bund contracts, are going to considerable lengths to hide their presence in the London market. Kathryn Campbell explains why they would fear a testing political dilemma if they were seen to be openly supporting Life. Page 22

A bitter Cocoa brew

The International Cocoa Agreement, which seeks to stabilise prices of the commodity by a system of intervention buying, begins a crucial meeting in London today amid deepening fears about its future. Page 26

Tighter rein on the Bombay bull

A package of measures was hurried through last week to improve liquidity on the currently bullish Bombay Stock Exchange. As investors return to the market, the authorities have been acting to limit the scope for speculation. Insider trading, short selling and the issuing of misleading prospectuses by disreputable companies thrived three years ago, when Bombay's last bull market was at its height. Page 21

Benelux steel groups make a sparkling comeback

Strong contenders to win the prize for Europe's most sparkling investment comeback of recent months must surely be the three main quoted steel producers of the Benelux countries. They are turning in their first profits for years, thanks to an upturn in demand. Page 40

Danes prepare potent chemistry

The battle for supremacy in the world market for insulin took another turn last week when Danish pharmaceuticals giant, Novo and Nordisk, announced they were to merge. A strong Danish biotechnology company, Genea, is expected to be merged with the US firm Genentech. The declared aim of Mr Mads Civrilent (above), chief executive of Novo. But first beneficiaries of the grand alliance will be researchers with more money to spend, reports Hilary James. Page 39

Market Statistics

3m trailing rates	26	London share price	24.38
Bank of England rate	10	LSE: FTSE 100	2,191.28
European options index	23	London 1000	22.22
FT-A indices	23	Heavy metal	23.22
FT-World indices	23	New 1000	22.22
FT 1000	22	World commodity price	22.22
Financial futures	22	World stock index	22.22
Foreign exchange	22	UK dividends announced	22.22
London stock exchange	23	UK results	22.22

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Associated Farmers	25	MCC	27
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Copson (F)	25	Quilts Group	25
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Electron House	25	Schlax Corporation	26
Emesa	26	Sidlaw	27
Farepak	27	Southern Water Auth	25
Ferrari Computer	27	Stovwh	25
First Leisure	25	Sun Life Assurance	25
Fletcher Challenge	25	Swire Pacific	21
Gencor	18	Tenne (John) Group	24
HPC	27	United Computers	18
Highland Electronics	25	Tandem	27
Hodkins Brewery	25	Teatron	27
Hudson's Bay	18	Transamerica	18
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KGR	22	Wardle Storey	24

Chief price changes yesterday

FTSE 100	10.2	October 89	520	+ 41.4
FTSE 250	4.1	Nov 89	1194	+ 45.8
FTSE 1000	2.3	Dec 89	432	- 17.1
FTSE 10000	1.5	Jan 90	279	17.7
FTSE 100000	1.1	Feb 90	257	17.7
FTSE 1000000	0.8	Mar 90	193	13.9
FTSE 10000000	0.6	Apr 90	172	12.5
FTSE 100000000	0.4	May 90	152	11.1
FTSE 1000000000	0.3	Jun 90	132	9.7
FTSE 10000000000	0.2	Jul 90	112	8.3
FTSE 100000000000	0.1	Aug 90	92	6.9

GE, Alstom venture set for American link

By Nick Garnett in London

THE HEAVY engineering company formed last month by General Electric of the UK and Alstom of France is likely to add a North American arm in a further reshaping of the industry.

The move follows a decision by Combustion Engineering (C-E) of the US, one of North America's three main boiler-making companies, to pool part of its power engineering business with the joint company through an arrangement under negotiation with Alstom.

The deal would be the latest in a line of mergers and joint ventures in the industry, three of which - including that between GE and Alstom - have been announced in the past month.

The talks between C-E and Alstom involve a joint venture in power station boilers, ancillary equipment and maintenance services which would have combined sales of about \$2bn.

If this goes ahead, Alstom would then place its equity stake in this new venture into the heavy engineering company it is forming with GE's power systems division. The \$9.50 GE-Alstom venture will have total sales of \$4.1bn (\$6.5bn).

C-E, based in Stamford, Connecticut, said yesterday that talks with Alstom leading to a full agreement were expected to take several months.

The agreement is subject to approval by each company's board and government regulatory agencies in the US, France, Canada and the European Community.

"By combining our resources with those of Alstom, we shall be able jointly to supply leading technologies for fossil-fueled, steam supply systems on a cost-effective basis in the EC, North America and other important world markets," said Mr Charles Hugel, C-E's chairman and chief executive.

Alstom is a long-standing licensee of C-E technology through the French company's steam boiler-making subsidiary in France.

C-E is one of North America's three main boiler-making companies alongside Babcock and Wilcox, and Foster Wheeler.

In July last year it took a 35 per cent stake in International Combustion, boiler-making division of Britain's Northern Engineering Industries, which is also a licensee of C-E.

The US company has annual sales of about \$3bn, including \$1.5bn from power engineering. About \$1.5bn of this is being put into the joint venture with Alstom.

C-E's nuclear engineering, controls and instrumentation businesses will not be included.

C-E announced in November a third quarter loss of \$9.7m, making a nine-month loss of \$22.5m. A large proportion of this loss was due to problems in completing contracts on plants which convert waste to energy.

IBM held back by a weak performance in US

By Anatole Kaletsky in New York

INTERNATIONAL Business Machines, the world's biggest computer company, yesterday reported moderate growth in its worldwide sales and profits.

It also emerged, however, that the whole of the group's advance in 1988 was due to overseas operations, whereas its US revenues stagnated. The company's domestic profits fell by 30 per cent during the year, although this was largely attributable to one-time charges connected with its early retirement and staff consolidation programmes.

The results provoked mixed reactions on Wall Street, where IBM's stock price fell by 9 1/2% to \$122 1/2 in moderately heavy trading. But most analysts expressed initial satisfaction with the figures and there was little concern about the crucial role of overseas earnings, and therefore of the devaluation of the dollar, in IBM's progress last year.

Midland takes stake in Lanvin

By George Graham in Paris and Alice Rawsthorn in London

MIDLAND BANK SA, French subsidiary of the UK clearing bank, has taken a 34 per cent stake in Lanvin, the French fashion and perfumes house which has been making heavy losses in recent years.

The stake is Midland's first major equity holding in France, taking the bank into the realms of the French "banques d'affaires" such as Suez and Paribas, which combine capital markets and merchant banking activities with an active portfolio of investments.

It is extremely rare in Britain for a clearing bank to take equity stakes in businesses, although this occasionally happens when debts owed by a troubled company are converted into shares in a last-ditch rescue package.

The deal with Midland ends a long period of doubt for the Lanvin family, headed by the 57-year-old Mr Yves Lanvin, nephew of the founder, retaining control of the company. Mrs Marie-Jeanne Eonnet, Mr Lanvin's daughter, remains at the head of the fashion branch and Mr Bernard Lanvin, his son, at the head of its perfume division.

Clairins, French beauty products group, agreed to buy Lanvin in November 1987, but the deal was never completed, and several other possible buyers were put off by the company's financial position. Several bidders remained, however, in serious contention to the lender mounted over the last few months by Messieurs Hottinguer et Cie, bankers to the Lanvin family.

These are understood to have included Kashiyama, but bankers doubted whether the Japanese textiles company would be permitted by the French Government to buy such a famous French brand name.

Midland in France has been mostly active in the treasury market, fund management and mergers and acquisitions - recently advising the UK's Storehouse on the purchase of the Jacadi children's clothing group. But it has targeted equity investment and development capital as an area for expansion.

Lanvin, with Midland's help, is now expected to implement investment plans - especially the opening of boutiques in the US, Japan and Hong Kong - but will also have to cut back on its heavy financial and operating costs, particularly its over-staffing.

Lanvin is the latest in a long line of old-established Parisian houses to have become involved with mainstream industrial and financial concerns.

The world-wide market for luxury goods has grown rapidly in recent years, thereby providing a lucrative new source of business for the fashion houses, which license their names for associated products such as perfume and spectacles.

The potential for licensing has encouraged large industrial and financial concerns to invest in high fashion.

Financiere Agache - headed by Mr Bernard Arnault, the dynamic French industrialist - has emerged as the most significant investor by taking control of Christian Dior and Christian Lacroix. Cerrutis, the French company controlled by Mr Carlo De Benedetti of Italy, is a substantial shareholder in Yves Saint Laurent.

No savage teeth marks in the Yorkie bar

David Waller looks at Rowntree after six months of Nestle control

BITTERLY fought bid battles usually result in power station boilers, ancillary equipment and maintenance services which would have combined sales of about \$2bn.



Bitter-sweet protest against last summer's bid but now Rowntree's York home will be the base for Nestlé's worldwide push to increase sales

But this is the most extreme example of this in the way Lord Hanson, chairman of British conglomerate Hanson Trust, goes about dealing with vanquished takeover victims: victory is often rapidly followed by vanishing layers of management and divestment gains.

The way in which Nestlé has dealt with Rowntree, the York-based chocolate company which lost a ferocious \$2.55bn battle with the Swiss multinational last summer, could not be more different. It is almost six months to the day since Nestlé took control - but there has been very little in the way of corporate upheaval. Beneath the placid surface, however, there are currents of potentially major importance for Nestlé and Rowntree.

About 40 administrative staff at corporate headquarters in York have lost their jobs. And few members of the board can count themselves as survivors: by August, when Mr Ken Dixon, the former chairman, retires, only two out of the original nine executive directors will still be with Rowntree.

Chocolate production last year was up by "nearly 10 per cent" to approximately 200,000 tons. What dependency there is, he says, is caused by the transformation from being one of the UK's top 200 independent companies to being a unit of Nestlé, accounting for just 3 to 4 per cent of the Swiss group's turnover.

What real rationalisation there has been is limited to the periphery of the Rowntree businesses. The Original Cowky operations in the US and the UK - representing a brief flirtation with retailing started in 1985 - has been sold. Sumpat, Rowntree's UK grocery business, is now part of Nestlé UK, while Nestlé's UK chocolate operations have come under the wing of Rowntree in York.

Rowntree took its formal place within Nestlé's organisational structure on January 1. The Swiss company's subsidiaries are normally organised by geography rather than product: thus pet food, milk and chocolate companies in each country would normally report via a "country-head" to the general manager of one of Nestlé's five global zones.

responsible for developing the shop-floor and organised a mass rally to Westminster - is a residue of suspicion.

According to Mr Peter Blackburn, heir apparent to Mr Dixon as head of Rowntree confectionery, this is dwindling fast. Confidence has been bolstered by a strong trading performance last year: 1988 was a record year for Rowntree in the UK in spite of the takeover upheaval.

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These general managers sit on the company's 10-man executive board. But in a significant departure from this, Rowntree UK will report directly to Mr Ramon Masip - "Mr Europe" under the Nestlé scheme of things. This appears to be a concession wrung from Nestlé last summer as the price of agreeing to the bid. Meanwhile, Rowntree's businesses outside the UK have been absorbed into Nestlé's geographical structure.

In another innovation, Nestlé is in the process of establishing a "chocolate strategy" unit to be located in York. This will be

Bourse to investigate LVMH share dealing

By George Graham in Paris

FRANCE'S stock market authorities are to launch an inquiry into possible insider trading in LVMH, French champagne, cognac and luxury goods conglomerate.

The Commission des Opérations de Bourse (COB), which regulates stock market activity, said yesterday it would examine heavy purchases of LVMH shares in the first week of the year, just before the group announced a 60 per cent increase in net profits for 1988.

LVMH shares rose 43 per cent in four days, to a peak of FF1720 (\$761) on Friday, before closing that day at FF1600. Dealing was particularly heavy on the Thursday, with 246,000 shares changing hands, as the price climbed 20 per cent in a day.

That evening, LVMH published a short announcement of its sales and expected profit in 1988, earnings far in excess of what the market was expecting. Activity was intense again on Friday, Mr Bernard Arnault, who together with Guinness of the UK built his stake in LVMH to 43.5 per cent, was one of the largest buyers. The following week he replaced Mr Alain Chevalier as the group's executive chairman.

COB officials said the inquiry was perfectly normal in the light of the unusually heavy dealings in LVMH shares. It noted, however, that if it uncovered new information it could also reverse its decision not to require a full bid for LVMH from Mr Arnault.

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INTERNATIONAL COMPANIES AND FINANCE

Second-quarter decline for Wang Laboratories

By Louise Kehoe in San Francisco

WANG LABORATORIES, the US manufacturer of office computer equipment, reports a sharp decline in second-quarter earnings. Sales also showed a fall which the company attributed to sluggish demand in the US, production delays associated with new products, particularly in Europe, and lower than expected sales of older products.

\$14.1m or 9 cents share, sharply down on the previous year's \$56.6m or 34 cents. Revenues were flat at \$1.48bn. Lack of revenue growth resulted in reduced profit margins that were not sufficient to offset increased development, marketing and training costs associated with new products, the company said.

revenues and earnings than last year," he added. Family Corporation, the US electronics retailer and personal computer manufacturer, reported a 3 per cent increase in second-quarter income to \$135m or \$1.50 a share, from \$130.2m or \$1.45 a share, from \$130.2m or \$1.45 a share, from \$130.2m or \$1.45 a share, from \$130.2m or \$1.45 a share.

Record trading at Tandem

By Louise Kehoe

TANDEM COMPUTERS, the US manufacturer of transaction processor systems, reported record first-quarter earnings and sales, boosted by strong exports. Net income grew by 32 per cent to \$31.3m or 32 cents a share from \$23.7m or 24 cents a share from \$23.7m or 24 cents a share from \$23.7m or 24 cents a share.

Mr James Trebyg, Tandem's president and chief executive. "Both international shipments and new account growth were strong, and revenue was buoyed by the weak dollar. Japan, in particular, showed exceptional growth, and added six new customers during the quarter."

computer networking company acquired by Tandem last year, exceeded expectations, achieving a record quarter, the company said. Tandem's transaction processor systems are typically used by banks, airlines, mail-order companies and other businesses that handle very large numbers of customer transactions.

Transamerica keen on UK tie

By Halg Simonian in Frankfurt

TRANSAMERICA Corporation, the large US insurance and financial services group, remains keen to cement its relations with Sedgwick, the UK insurance broker, in which it owns a 39 per cent stake, according to Mr James Harvey, its chairman and chief executive officer.

like the company and we'd like to maximise the growth of that company." According to the agreement between the two, Transamerica has to make its intentions clear at least six months before the March 1990 deadline. Mr Harvey emphasised that Transamerica had no interest to enter the European insurance market other than through its association with Sedgwick at present.

amount," according to Mr Harvey. Transamerica is focusing on internal growth for the future. Activities like mutual funds, consumer and commercial finance and leasing are all areas of expansion likely to benefit from cost savings and marketing advantages under the Transamerica umbrella, he said.

Two quit Kidder for buy-out specialist

By Janet Bush in New York

THE TWO managing directors in charge of merchant banking at Kidder, Peabody, the Wall Street brokerage, yesterday resigned to join the New York buy-out specialist Clayton & Dubilier as partners.

Mr Peter Goodson and Mr Donald Gogel were both members of Kidder, Peabody's management committee and Mr Goodson was on the board of directors. The two men join a long line of mergers and acquisitions experts who have chosen to leave well-established merchant banking teams within large Wall Street securities houses in favour of joining a company specialising exclusively in investment banking.

Mr Martin Dubilier, chairman of Clayton & Dubilier, said: "Peter Goodson and Don Gogel are two of Wall Street's most respected investment bankers and will be right at home among our unique group of professionals. Most importantly, these two men share the firm's basic philosophy that management buy-outs are much more than a balance sheet event - they are a constructive approach to addressing issues of business performance and productivity."

Mr Goodson founded Kidder, Peabody's Mergers and Acquisitions Group in 1978 and, under his direction until 1986, the group completed transactions worth more than \$180m. Mr Gogel initiated the first management buy-out in which Kidder, Peabody took a principal position in 1986. Since that first deal the company has taken positions in 10 management buy-outs with an aggregate value of more than \$3m. In 1988, Kidder, Peabody's mergers and acquisitions business is believed to have been the chief source of profits for the company which suffered losses in other parts of its business.

Mexican oil group may link with private sector

By Richard Johns in Mexico City

THE PRIVATE sector is discussing the possibilities of joint ventures in the field of basic petrochemicals with Petroleos Mexicanos (Pemex), the Mexican state oil corporation, according to Mr Jorge Kahwagi Gestina, president of the National Chamber of Manufacturing Industry.

No immediate confirmation of his statement was available from Pemex. But it coincided with another by Mr Fernando Gutierrez Barrios, the minister of the interior, saying that the Government had no intention of privatising any part of Pemex. And the corporation's senior officials say there is no prospect of any of its operations being sold off.

Mr Gutierrez' statement was evidently aimed at allaying fears of members of the union of oil workers of the Mexican Republic (STPRM) that the Government was planning to sell off petrochemical industries.

These fears have contributed to the growing strain between President Carlos Salinas de Gortari and Mr Joaquin Hernandez Gallicia, the petroleum workers' leader known as La Quina, which led to the latter's arrest last week. The Mexican Government has created a new deputy ministry for international financial affairs and named experienced debt negotiator Mr Jose Angel Gurria to head the post. He held the post of director general of public credit during the past administration of President Miguel de la Madrid and was the Government's chief debt negotiator.

Imasco to take C\$110m charge

By Robert Gibbens in Montreal

IMASCO, the Canadian financial services, fast-food, tobacco products and retailing group in which BAT Industries of the UK has a big minority stake, is taking drastic steps to turn round its US drugstore business.

The Canadian group will take a C\$110m (US\$83m) special charge in 1988 fourth-quarter earnings to cover the costs of stinging down the US chain. Imasco, which operates a highly successful drugstore chain in Canada, acquired Peoples Drugstore of the US earlier this decade. Management stayed on and turned Peoples into an expensive computerised warehouse investment.

But it has taken two years to get this operating efficiently, mainly because of software problems. Imasco's Canadian drugstore group's management took over direction of Peoples a year ago. As a first step, Peoples is selling its 85-unit Reed drugstore chain in the Atlanta area to Big B, of Birmingham, Alabama, for C\$80m. Next, Imasco has hired Morgan Stanley, the US banking group, to find a buyer for 240 Peoples units in Indiana and Ohio.

Rockwell opens year on a weak note

By Our Financial Staff

ROCKWELL International, the leading US electronics and aerospace group, reports a decline in net income for the first quarter. Net income fell to 160m of 62 cents a share from \$192.9m or 71 cents last time on revenues ahead at \$2.9m, against \$2.7bn. The figures for 1988, however, include a non-recurring favourable tax adjustment of \$30.2m or 18 cents a share. Analysts had predicted a decline in current year earnings because the group will be paying a higher tax rate. They also point out that Rockwell's revenue from the B-1B bomber programme is declining.

Brazil will not help markets

By John Barham in Sao Paulo

THE BRAZILIAN Government has stressed that it will not let the realisation of its following its summer economic plan, announced at the weekend, and the abrupt end to indexation.

The Finance Ministry said: "We will not help out anybody. The job is not meant to help speculators." Nonetheless, Mr Malison da Nobrega, the Finance Minister, is said to have promised angry bankers during a late night meeting that the central bank will make sure that banks and other financial institutions have adequate liquidity. The country's normally boisterous financial markets reopened yesterday morning amid anxious silence after a two day bank holiday decreed by the government's anti-inflation Summer Plan.

system means that assets held by financial institutions have been eroded while high interest rates have pushed up their cost of funds. Bankers described dramatic midnight meetings with Mr da Nobrega to demand changes in the Summer Plan, designed to halt inflation, running close to 30 per cent a month. The central bank set its benchmark interest rate at 25 per cent a month, to stifle consumer panic buying and sustain the plan's credibility. Investors holding about \$30m of government paper which dominates the local bond market, are also set to lose heavily. Brokers complain that the abolition of indexation has imposed a net loss of 4 per cent on the government's domestic creditors. Mr Malison, an investment consultant, said: "Losses on the private money market could be very heavy indeed. We were expecting a rate of deposit that was yielding 95 per cent a month, but now they're not yielding anything." Banks have some \$24bn in CD's outstanding. Brokers financing their positions on the money market are paying interest over 10 percentage points above their assets. Dealers stayed away from the money market, possibly in the hope of forcing rates down. Share prices slid sharply, only to make a spirited recovery. In Sao Paulo, the Ibovespa composite share index closed 4.3 per cent lower. Gold and black market dollars, traditional bolt holes in times of trouble, also slipped in value. The premium of the dollar over the official exchange rate dropped to 35 per cent, half the premium on Friday.


Hudson's Bay unit pulls out of Quebec

SIMPSON'S, the mid-market department store chain acquired by Hudson's Bay Company a decade ago, is pulling out of Quebec because of continuing losses, writes Robert Gibbens.

The big Simpson's store in central Montreal shuts down on January 28 and 900 full-time and part-time employees will lose their jobs. Three Simpson's suburban Montreal department stores, in the best-performing areas, will become Bay stores. Another Simpson's unit will be put on short-term care in a pending concern. Simpson's Quebec stores have run up losses of nearly C\$25m (US\$20.9m) over the past few years. The central Montreal Simpson's store will be developed by the Bay's real estate development subsidiary or the build-

ing could be sold to a developer. It is worth around C\$50m. The Bay will take a special charge of up to C\$60m to cover shut-down costs in the year ending January 21, 1989. Simpson's, formerly owned by the Burton family of Toronto, originally operated a national network from Nova Scotia to Saskatchewan. After January, it will have 10 stores in the Toronto area only.

This announcement appears as a matter of record only. January 1989




Hellenic Aspropyrgos Refinery

Yen 34,997,647,060

The following institutions successfully participated in an auction to provide Hellenic Aspropyrgos Refinery with a structured Yen interest rate swap designed to realise efficiently the value of a future prepayment option on an existing Yen loan.

The Sumitomo Bank, Limited, London Branch
AIG Financial Products
The Mitsubishi Bank, Limited, Tokyo
Midland Bank plc, London

Hellenic Aspropyrgos Refinery were advised on all aspects of this transaction by Midland Bank, Athens Branch in co-operation with Samuel Montagu & Co. Limited, London.



	Gold produced (oz)			After-tax profit (Rm)			Earnings per share (cents)		
	Dec 88	Sep 88	Dec 87	Dec 88	Sep 88	Dec 87	Dec 88	Sep 88	Dec 87
Beatrix	3,240	3,180	18,40	19,61	22,2	28,1			
Bracken	587	595	1,42	1,57	8,7	8,4			
Buffelsfontein	3,857	3,916	22,85	21,57	148,6	127,5			
Grootevlei	975	1,087	3,53	3,44	21,7	28,8			
Kromes	2,850	2,884	18,61	21,48	75,7	88,1			
Leslie	823	809	2,48	3,47	12,7	14,4			
St Helena	181	208	0,82	0,72	n/a	n/a			
St Helens	2,629	2,996	16,26	12,10	81,3	82,4			
Stifffontein	1,217	1,169	5,04	4,95	41,3	38,5			
Umlati	1,603	1,440	11,41	10,21	28,1	27,9			
W Rand Cons	894	980	(2,45)	1,09	(35,8)	18,9			
Winkbank	2,840	3,022	24,40	33,47	79,5	95,6			

Earnings per share calculated after tax and capital expenditure. Parentheses = negative

Gencor reappraises mining operations

By Jim Jones in Johannesburg

THE DECLINE in the rand-denominated price of gold has led to a reappraisal of operations at the 13 operating gold mines managed by South Africa's Gencor mining house. Production and staffing levels are being reduced at three of the poorer mines and, throughout the group, emphasis is being placed on reducing or limiting the rate of increase in the cost of producing each ounce of gold.

the proportion of higher-grade Basal reef extracted rather than the poorer Leader reef. Additional Basal reef reserves have been located and the mining plan envisages the exploitation of newly available reserves within the next few months. St Helena, which borders on Umlati, has recovered from the accident which halted production at the mine's No. 10 shaft and expects at least to maintain the December quarter's 5 grams per tonne (g/t) gold recovery grade.

This involves increasing gold recovery grades by shifting towards richer ore zones, advancing the date on which these can be exploited, and reducing widths in order to cut the amount of waste rock processed with gold-bearing ore. Most mining companies have acted to increase production levels in an attempt to prevent the gap between costs and revenues narrowing. Gencor's strategy represents a move away from this approach.

St Helena, which borders on Umlati, has recovered from the accident which halted production at the mine's No. 10 shaft and expects at least to maintain the December quarter's 5 grams per tonne (g/t) gold recovery grade. In the Transvaal, Stifffontein's Margaret shaft, which was put out of action by ground movements last year, will be back in production by mid-year. The mine has also agreed with Eskom, the state-owned electricity utility, on compensation for last year's short termination of a transmission supply contract. Stifffontein's Chemwess uranium subsidiary is to receive a cash settlement of R36.1m (\$15.1m).

Buffelsfontein, the largest of the group's mines, lifted gold production as higher gold recovery grades accompanied a reduction in the ore milling rate. The mine is considering sinking a new tertiary shaft to exploit ore lying 4km below the eastern part of the mine property. The new No. 6 shaft being sunk at the Winkbank mine is to be made shallower than previously planned to allow comparatively rich ore to be exploited by mid-1990, some 18 months ahead of the original schedule.

Beatrix Mines Limited

(Incorporated in the Republic of South Africa)
(Company Registration No. 77/62598/06)

Share capital: Authorised - 150,000,000 ordinary shares of no-par value
Issued - 85,000,000 ordinary shares of no-par value

REPORT FOR THE QUARTER ENDED 30 NOVEMBER 1988

	Quarter ended 30.11.88 R'000	Quarter ended 31.08.88 R'000
INCOME STATEMENT		
Income		
Interest received	1,383	2,222
Royalty	15,999	16,888
Dividends	18,475	15,558
	35,857	34,668
Interest paid and sundry expenditure - net	(1,518)	(2,437)
Income before taxation	34,339	32,231
Taxation	(1,583)	(3,232)
Income after taxation	32,756	29,000
Retained income at beginning of period	19,715	18,273
Distributable income	25,983	42,168
Dividends paid	(15,000)	(14,600)
Retained income at end of period	25,983	10,715
BALANCE SHEET		
Capital employed	131,486	131,486
Retained income	28,933	10,715
Long-term loans	(161,019)	(24,715)
	161,019	166,752
Employment of capital		
Fixed assets	77,848	77,848
Loans to Buffelsfontein Gold Mining Company Limited	67,738	67,738
	145,586	145,586
Current assets	28,110	55,071
Current liabilities	(10,845)	(33,871)
	161,019	166,752
Long-term loans		
Balance at end of period		57,268
Repayments due within one year		32,797
Interest paid during the period	1,448	2,537

The company repaid its long-term loans during the quarter. The loan to Buffelsfontein Gold Mining Company Limited will be repaid by the further issue of cumulative preference shares in Buffelsfontein once the taxation assessment has been finalised.

REMARKS
(i) The figures are unaudited.
(ii) The report has been approved and signed on behalf of the company by two directors.
(iii) The company's financial year-end was changed from 31 December to 31 August, 1989.
(iv) Since the September 1988 quarter, dividends on the cumulative preference shares in Buffelsfontein Gold Mining Company Limited have been paid quarterly.
(v) The number of shareholders is shown in the quarterly report of the Beatrix mine which appears elsewhere in this edition.

Registered and head office
Gencor Mining Building
4 Hillside Street
Johannesburg 2001
(PO Box 6926, Marshalltown 2007)

Transfer offices
Certified Registrars Limited
154 Market Street
Johannesburg 2001
(PO Box 4844, Johannesburg 2000)

London office and secretaries
Gencor (UK) Limited
30 Ely Place
London EC1N 8JA

United Kingdom:
W. Gerrard Registrars Limited
6 Grosvenor Place
London SW1P 1PL

Johannesburg 19 January 1989
Copies are available from:
London Office, 30 Ely Place, London EC1N 8JA

Gencor Group

- Costs per kilogram reduced by 1%
- Average rand gold price 4% lower
- West Rand Cons experiences serious difficulties
- Improved production from OFS mines
- New dividend declaration dates will result in payment being made approximately six weeks later than at present

GOLD MINING COMPANIES' REPORTS FOR THE QUARTER ENDED 31 DECEMBER 1988

All companies mentioned are incorporated in the Republic of South Africa

WESTERN TRANSVAAL & EAST RAND

BUFFELSFONTEIN Gold Mining Company Limited

Company Registration No. 603304006
Higher recovery grade offsets lower tonnage milled

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	6 months ended 31.12.1988	6 months ended 30.9.1988
OPERATING RESULTS				
Mined (m³)	31,22,1988	30,4,1988	31,22,1988	30,4,1988
Gold produced (kg)	32,274	31,140	63,414	62,284
Yield (g/t)	1,036	1,032	1,034	1,034
Working costs (R/m³)	217,38	206,12	211,75	206,12
Working income (R/m³)	25,81	28,22	27,01	28,22
Working income (R/m³)	25,81	28,22	27,01	28,22
Gold price received (R/kg)	2,075	2,034	2,054	2,034
Capital expenditure (R'000)	1,122	1,222	2,344	2,344
Dividend declared (R'000)	1,122	1,222	2,344	2,344
Dividend per share (R)	0,12	0,13	0,25	0,25

Chemwies Limited

Company Registration No. 640237808
(A subsidiary of Buffelsfontein Gold Mining Company Limited)

Settlement has been reached with the major customer
Operations ceased in December 1988
Issued capital - 1,000 shares of R1 each.

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	31,22,1988	30,4,1988	31,22,1988
Gold produced (kg)	32,274	31,140	63,414
Yield (g/t)	1,036	1,032	1,034
Working costs (R/m³)	217,38	206,12	211,75
Working income (R/m³)	25,81	28,22	27,01
Working income (R/m³)	25,81	28,22	27,01
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

ORANGE FREE STATE & EVANDER

ST. HELENA Gold Mines Limited

Company Registration No. 652074300
Continued increase in gold production

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	113,348	118,288	489,737
Gold produced (kg)	825,000	850,000	2,055,000
Yield (g/t)	7,281	7,261	7,261
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

WINKELHAAK Mines Limited

Company Registration No. 550260006
No. 6 Shaft build-up slowed by faulting

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	128,514	138,694	527,208
Gold produced (kg)	605,000	528,000	1,133,000
Yield (g/t)	4,708	3,807	4,232
Working costs (R/m³)	112,88	112,88	112,88
Working income (R/m³)	11,28	11,28	11,28
Working income (R/m³)	11,28	11,28	11,28
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

WEST RAND Consolidated Mines Limited

Company Registration No. 010187808
Continued operation threatened by low grade reserves

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	480,000	470,000	1,950,000
Gold produced (kg)	804	804	3,212
Yield (g/t)	1,675	1,675	1,675
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

KINROSS Mines Limited

Company Registration No. 630622606
Costs reduced

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	128,514	138,694	527,208
Gold produced (kg)	605,000	528,000	1,133,000
Yield (g/t)	4,708	3,807	4,232
Working costs (R/m³)	112,88	112,88	112,88
Working income (R/m³)	11,28	11,28	11,28
Working income (R/m³)	11,28	11,28	11,28
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

Beatrix mine

(A division of Buffelsfontein Gold Mining Company Limited)
Further improvement in gold production

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	138,694	148,874	537,568
Gold produced (kg)	605,000	528,000	1,133,000
Yield (g/t)	4,363	3,543	4,003
Working costs (R/m³)	112,88	112,88	112,88
Working income (R/m³)	11,28	11,28	11,28
Working income (R/m³)	11,28	11,28	11,28
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

The GROOTVLEI Proprietary Mines Limited

Company Registration No. 010288808
Decline in grade likely to affect production levels

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	70,174	74,348	301,472
Gold produced (kg)	308	310	1,228
Yield (g/t)	4,385	4,171	4,171
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

Oryx mine

(A division of St. Helena Gold Mines Limited)
Good progress maintained and within budget

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	22,300	22,300	89,200
Gold produced (kg)	22,300	22,300	89,200
Yield (g/t)	1,000	1,000	1,000
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

LESLIE Gold Mines Limited

Company Registration No. 590112406
Gold production costs contained

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	341,000	341,000	1,364,000
Gold produced (kg)	823	823	3,292
Yield (g/t)	2,413	2,413	2,413
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

STILFONTEIN Gold Mining Company Limited

Company Registration No. 063941206
Steady performance maintained after last quarters recovery

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	35,224	35,224	140,896
Gold produced (kg)	35,224	35,224	140,896
Yield (g/t)	1,000	1,000	1,000
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

Marievale mine

(A division of Marievale Limited)
Lower grade and gold price affects income

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	11,860	14,355	52,017
Gold produced (kg)	88,000	78,000	336,000
Yield (g/t)	7,418	5,433	6,459
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

UNISEL Gold Mines Limited

Company Registration No. 721080406
Gold production up by 11%

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	48,922	46,105	195,027
Gold produced (kg)	276,000	276,000	1,104,000
Yield (g/t)	5,644	5,987	5,707
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

BRACKEN Mines Limited

Company Registration No. 590112406
Profits squeezed by gold price

	Quarter ended 31.12.1988	Quarter ended 30.9.1988	Year ended 31.12.1988
OPERATING RESULTS			
Mined (m³)	82,074	54,873	136,947
Gold produced (kg)	82,074	54,873	136,947
Yield (g/t)	1,000	1,000	1,000
Working costs (R/m³)	100,57	100,57	100,57
Working income (R/m³)	13,54	13,54	13,54
Working income (R/m³)	13,54	13,54	13,54
Gold price received (R/kg)	2,075	2,034	2,054
Capital expenditure (R'000)	1,122	1,222	2,344
Dividend declared (R'000)	1,122	1,222	2,344
Dividend per share (R)	0,12	0,13	0,25

Transfer offices: South Africa: Central Registrars Limited, Johannesburg 2001; PO Box 4844, Johannesburg 2000; United Kingdom: Hill Samuel Registrars Limited, 8 Grosvenor Place, London W1P 1PL.

Oryx Gold Holdings Limited

(Incorporated in the Republic of South Africa)
(Company Registration No. 98/01990/06)

Share capital - 587,500,100 ordinary shares of no-par value
Issued - 165,000,200 ordinary shares of no-par value

REPORT FOR THE QUARTER ENDED 30 NOVEMBER 1988

	Quarter ended 30.11.88 R'000	Quarter ended 31.08.88 R'000
INCOME STATEMENT		
Income		
Interest received	5,106	4,147
Dividends received	2,884	1,899
5,790	5,986	
Finance costs	(2,094)	(2,086)
Surplus expenditure	(143)	(289)
Income before taxation	3,488	3,638
Taxation	(489)	(900)
Income after taxation	3,043	2,738
Retained income at beginning of period	3,281	549
Retained income at end of period	6,324	3,281
BALANCE SHEET		
Capital employed		
Share capital	621,189	621,128
Retained income	1,328	3,281
622,433	624,409	
Deferred taxation	(288)	(288)
Long-term liabilities (note 1)	(58,713)	(57,247)
Employment of capital	621,189	621,128
Fixed assets	424,828	424,828
Unlisted investments (note 2)	52,878	120,284
Total fixed assets and investments	477,402	544,510
Loan to St Helena Gold Mines Limited	148,703	95,890
Net current assets	63,071	41,124
Current assets		
Debtors and prepayments	148	638
Cash and deposits	84,729	43,492
Current liabilities	1,834	2,984
Current creditors	1,794	1,882
Provision for taxation	1,709	982
657,148	657,924	

NOTES:

- Long-term liabilities
 - A Eurodollar loan of \$25 million. The loan is fully covered. 59,713 57,247
- Unlisted investments
 - Preference shares (investment of surplus funds following rights issue) at cost 82,877 120,284

REMARKS:

(1) The capital project at the Oryx mine is progressing satisfactorily and shareholders are referred to the quarterly report of the Oryx mine for further details.

(2) The figures are unaudited.

(3) The report has been approved and signed on behalf of the company by two directors.

Registered and head office: General Mining Building, 8 Holland Street, Johannesburg 2001 (PO Box 81823, Marshalltown 2107)

Transfer offices: South Africa: Central Registrars Limited, 254 Market Street, Johannesburg 2001 (PO Box 4844, Johannesburg 2000)

London office and secretaries: Gencon (UK) Limited, 30 Ely Place, London EC1N 6UA

Johannesburg: 19 January 1989

Copies are available from: London Office, 30 Ely Place, London EC1N 6UA

Nokia in cellular deal with AT&T

By Olli Virtanen in Helsinki

NOKIA-MOBIRA, the mobile telephone manufacturer owned by Nokia, the Finnish electronics group, has signed an agreement with AT&T Microelectronics of the US for the proprietary development of digital signal processing (DSP) components.

The agreement between the companies, which are the world leaders respectively in cellular mobile telephones and DSP technology, is aimed at providing Nokia-Mobira cellular telephones with a new generation of digital technology for the Pan-European cellular system (GSM) scheduled to start in 1991.

The jointly developed chips will be based on the advanced submicron CMOS technology from AT&T. Furthermore the venture will tap into AT&T's design expertise and experience in DSP devices at the group's Bell Laboratories.

Nokia-Mobira has been involved in creation of the new GSM system, which already covers 16 countries in Europe. The agreement with AT&T, says Mr Timo Louhenkilpi, president of Nokia-Mobira, "further strengthens our position on future cellular phone markets and guarantees that we will have a state-of-the-art product when the Pan-European GSM system commences in 1991."

INTERNATIONAL COMPANIES AND FINANCE

An injection of co-operative spirit

Hilary Barnes on a planned merger in the Danish drugs industry

There is a self-evident industrial logic in the planned merger of Novo Industri with Nordisk Genstof, Denmark's two largest pharmaceutical companies and the West's second and third largest insulin producers respectively.

The plan, announced last week, was warmly received by the employees of the two companies, especially the research workers, which may be even more important.

The inspiration for the merger came from the two chief executives, Mr Mads Ovlisen of Novo and Mr Henry Brennum of Nordisk, who met in Copenhagen for a month's discussion in December. They will run the company as joint chief executives.

This, however, only left them time to draw up the broad lines for the get-together. "We have not made detailed plans," said Mr Ovlisen. "We agreed on the type of firm we wanted to be, a strong Danish biotechnical company."

Novo, whose turnover of DKK5.9bn in 1987 was almost five times Nordisk's, has two major business areas, of which one is pharmaceuticals and the other is the bioindustrial group, which is the world leader in production of industrial enzymes for starch-sweetening and detergents. The merger will have no immediate effect on the group.

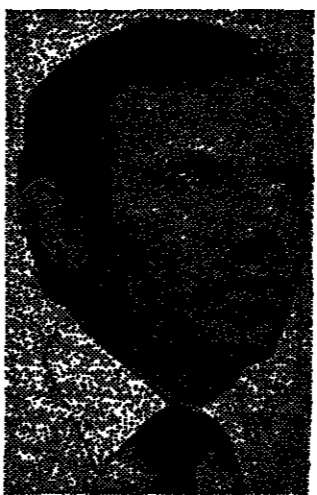
"It is extremely encouraging that our research workers think, as we do, that the merger is a good idea," said Mr Ovlisen. "They think this because they can now compare notes with the best. Before, when they had a problem, the people they most wanted to talk to were their colleagues at Nordisk, but they couldn't talk with them."

The total R&D staff at Novo-Nordisk will be about 950 people, and size is important. "We have had many ideas which we couldn't realise because we lacked resources. Now we shall be able to start up some new projects," said Mr Brennum.

This is partly a matter of the increased financial strength created by merging the two companies. But manpower for research will also be released because a lot of the routine work which goes with research will not have to be done twice. Ideas generated by research workers will also spread throughout the larger group and set more brains working on them.

Novo and Nordisk have competed vigorously with each other for 60 years, but this factor does not cause Mr Ovlisen and Mr Brennum any concern. There is sufficient similarity in the basic approach to management - by co-operation and delegation rather than command from the top - to ensure the chief executives that the success of the merger will not be prevented by a clash of corporate cultures.

So far, only overwhelming enthusiasm for getting on with the merger has been in evidence. The task forces were showing such enthusiasm for the job this week that they were spawning sub-committees by the dozen. "It was getting to be too much. We had to put a stop to it," said Mr Brennum. The merger has not yet been approved by the two foundations which have controlling shareholdings in the companies, and even though this is in reality only a formality, it places a limit on how quickly the group can be reorganised.



Mads Ovlisen: attention to the needs of patients

One of the first decisions facing the new company is whether to proceed with the construction of a plant in Ireland, planned by Nordisk, for production of insulin by genetic technology. Regard for the attitudes of diabetic patients makes meshing the insulin production and sales operations a delicate matter, which cannot be rushed.

"Marketing of pharmaceutical products will continue through the existing sales organisations and under the present brand and product names," the official merger announcement stated. And as the two men explained in an interview, the utmost attention is being paid to the needs of

Novo is widely regarded as the best-managed company in Denmark, but Mr Brennum in his tenure at Nordisk has transformed a sleepy organisation into a fast-expanding group with a strong research base and an excellent earnings record. "Henry has done a fantastically good job, and we can learn from it," said Mr Ovlisen.

As the merger was their own idea and they were not pushed into it from above, the two joint chief executives foresee no problem in working together. By reputation Mr Brennum is the tough guy. His staff know when he has decided to kill off a research project because he turns up at the crucial meeting wearing a funeral black tie.

Mr Ovlisen has shown at Novo that tough decisions are not avoided, but his special talent as a manager is said to be getting people to work well together. Just the man for a merger, in fact.

Nadir extends Turkey interests

By Jim Bodgener in Ankara

MR ASIL NADIR, the Turkish-Cypriot entrepreneur, has taken another step towards becoming the largest and most influential publishing magnate in Turkey by purchasing Gelsin Publications, whose flagship is the weekly Noka.

Last year, Mr Nadir, president of the UK's Polly Peck International, bought the Veh Obet chain which includes the mass circulation Gunaydin newspaper. Noka has a 50,000 circulation.

Top changes at Daimler

By Andrew Fisher in Frankfurt

MR WERNER NIEFER, deputy chairman of Daimler-Benz, has been appointed head of the group's cars and trucks division, recently formed as part of its revised structure which takes account of its rapid expansion beyond the vehicle market.

The deputy chairman of Daimler's Mercedes-Benz vehicle division will be Mr Helmut Wernz, who was previously chairman of the Continental tyre company.

Sanofi net profit up 24%

SANOFI, the pharmaceutical unit of Elf Aquitaine, France's state-controlled energy group, announced provisional consolidated net profit, excluding non-recurring gains, of about FF770m (\$118m) for 1988, up 24 per cent from FF707m in 1987, writes Our Financial Staff.

The advance is based on a 15 per cent gain in consolidated revenue to FF14,531bn from FF12,635bn in 1987.

Sanofi did not disclose its estimates for consolidated net profit after extraordinary items in 1987. In 1987 this was FF1,471bn, but more than half of this reflected a one-time gain of FF664m.

Chib Med Inc, US subsidiary of the French tourism group, suffered a 49 per cent fall in net profits in the year ended October 31. Earnings were \$2.77m against \$17.4m in 1987, despite a rise in turnover from \$370.4m to \$412.4m.

In Paris, Chib Med said the subsidiary's setback was due to several exceptional factors - including the continued closure of its village in Haiti and the delay in opening its Huasteca and Playa Blanca villages in Mexico.

Three Danish farm equipment makers to merge

THREE Danish farm equipment makers said yesterday they will merge in mid-February under a new holding company that will be the largest in its sector in Scandinavia, writes Our Financial Staff.

This is the fourth major merger to be announced in Denmark this month. The others involved pharmaceutical makers (see above), tour operators and food/drink groups. The new farm equipment company, Danis Holding, will have a turnover of about DKK2bn (\$378m), of which 70 per cent would be exported, equity capital of DKK250m and 2,300 employees, a joint statement said. It will have eight manufacturing plants.

The three companies are Dronningborg Maskinfabrik, Denmark's biggest farm equipment maker, Kongelide Maskinfabrik, the second biggest, and Andelsmaskinfabrik.

Marine Midland Banks, Inc

US\$100,000,000

MARINE MIDLAND BANKS, INC

FLOATING RATE SUBORDINATED CAPITAL NOTES due 1999

For the three months 19th January 1989 to 18th April 1989 the Note will carry an interest rate of 9 1/2 per cent per annum with a Coupon amount of US\$242.19 per US\$100,000. Interest payment date 19th April 1989.

JAMES CAPEL BANKERS LIMITED
INTEREST DETERMINATION AGENT

This Notice does not constitute an offer of securities of Associated Newspapers Holdings p.l.c. but does require action on the part of the holders of the Bonds referred to below.

Notice of an Adjourned Meeting of the holders of the outstanding £50,000,000 6% Exchangeable Bonds Due 2002 of ASSOCIATED NEWSPAPERS HOLDINGS p.l.c.

Notice is hereby given that an adjourned Meeting of the holders of the above Bonds (the "Bonds") converted by Associated Newspapers Holdings p.l.c. (the "Issuer") will be held at the offices of the Issuer at New Cavendish House, Cavendish Street, London EC4V 4JA on 3rd February 1989 at 10.00 a.m. (London time) for the purpose of considering and, if thought fit, passing the Resolution which was the subject of a Notice of Meeting dated 17th December 1988 published in this newspaper on that date which gave notice of a Meeting to be held on 9th January 1989. At such Meeting a quorum was not present and it stood adjourned to the time and place mentioned above, as designated by the Chairman of the Meeting.

VOTING AND QUORUM

- Any voting certificate(s) issued, any voting instruction(s) given and any appointment(s) of a proxy made pursuant thereto for the Meeting of Bondholders convened for 9th January 1989 will be valid for the adjourned Meeting unless, in the case of voting certificates, such voting certificates are surrendered before, or in the case of voting instructions, such voting instructions are revoked or amended not less than 48 hours before, the time for which the adjourned Meeting is convened.
- Any holder of a Bond who, for the purpose of obtaining a voting instruction form or voting certificate, deposited his Bond with any Paying Agent or (to the satisfaction of such Paying Agent) gave instructions to Centrale de Livraison de Valeurs Mobilières S.A. or Morgan Guaranty Trust Company of New York, Brussels office as operator of the Euro-clear System or another bank or depository approved by the Trustee for his Bond to be held to the order of such Paying Agent, later than 48 hours before the time appointed for holding the first Meeting and who consequently was not issued with a voting instruction form or voting certificate will, provided such Bond has not been released, be issued with a voting instruction form or, as the case may be, voting certificate for use in connection with the adjourned Meeting.

The quorum required at the adjourned Meeting will be two or more persons present in person holding Bonds or voting certificates or being proxies and holding or representing whatever the principal amount of the Bonds so held or represented.

This Notice is given by:
Associated Newspapers Holdings p.l.c.
19th January 1989

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U.S. \$50,000,000 FLOATING RATE NOTES DUE JULY 1989

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the six month period (181 days) from 19th January 1989 to 19th July 1989 has been fixed at 9.6675% per annum.

Interest payment date will be 19th July 1989.

Payment which will amount to US\$1,870,666 per US\$100,000 Notes and US\$48,706.66 per US\$1,000,000 Note will be made against surrender of the relevant Coupon.

Canadian Imperial Bank of Commerce
Reference Agent
17th January 1989

The information appears on a number of other only

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INTERNATIONAL COMPANIES AND FINANCE

INTERNATIONAL APPOINTMENTS

Coca-Cola forms joint venture with HK group

By John Elliott in Hong Kong

COCA-COLA is linking up with Swiss Pacific, the Hong Kong trading group whose subsidiaries include Cathay Pacific Airways, to form a soft-drink bottling joint venture called Coca-Cola Swiss Beverages with plants in Hong Kong, Taiwan and China.

The new company owns 29 per cent of Swiss Bottlers, which supplies two-thirds of Hong Kong's bottled soft drinks and has a new plant opening later this year. The company also has 26 per cent of Taiwan Coca-Cola Bottling Company. This is a joint venture between Coca-Cola and local Taiwan interests, which is considering a new soft-drinked venture on the island.

No ducking the Bombay bull

R.C. Murthy reports on the reform of India's largest stock market

Most companies seeking a listing on the Bombay Stock Exchange (BSE), India's largest, will from now on have to appoint market makers who will offer two-way quotations for their shares.

The measure is one of a package of reforms pushed through last week to improve liquidity in the current bullish market. The reform of business on the BSE, which accounts for nearly two-thirds of the country's stock trading, was at a record Rs144bn (Rs4bn) last year, surpassing the previous best, Rs129.5bn, in 1986. The new issues market also turned bright and the corporate sector is expected to have raised some Rs30bn in the year to March, up by a fifth from Rs25bn in 1987.



Trading has trebled on the Bombay Stock Exchange since 1987-88

cannot later shed excess labour. Instead, brokers are limiting trading to alternate days, an option which is found acceptable neither by investors nor by BSE officials. The disagreement underlines weaknesses in the country's stock markets, which have yet to develop sufficient financial and organisational depth and methods of regulation. Earlier attempts in 1985-86 to address these issues brought ideas for reforms which either were put on the back burner or had their implementation slowed as business dwindled in 1987.

Future chief for BNP's investment banking unit

By George Graham in Paris

BANQUE Nationale de Paris, largest French state sector bank, has named Mr Georges Chodron de Courcel to take over in March as head of BNP's investment banking subsidiary, replacing Mr Gerard Noulis.

Mr Chodron de Courcel will also assume responsibility for financial affairs and industrial investments at the parent bank, besides remaining chairman of Compagnie d'Investissements de Paris, BNP's portfolio investment subsidiary. He will be succeeded as chief of BNP's fund management and client advisory services by Mr Olivier Lacombe.

He will be succeeded as chief of BNP's fund management and client advisory services by Mr Olivier Lacombe. A JUDGE at the centre of last year's takeover battle for Société Générale de Belgique, the biggest holding company in Belgium in which the French Financière de Suez now has a controlling interest, has been named head of Belgium's Banking Commission, the country's financial watchdog body.

Mr Jean-Louis Duplat, 51, currently president of the Brussels Commercial Court, ruled that La Générale's decision to issue 12m new shares to weaken a bid by Mr Carlo De Benedetti, the Italian entrepreneur, represented an irregular use of authorised capital. Appointed for a six-year term, Mr Duplat will steer the Banking Commission into a reinforced supervisory role.

Three senior Nesbitt Thomson staff form energy consultancy

By Robert Gibbens in Montreal

THREE SENIOR people from the Calgary office of Nesbitt Thomson Deacon, a major national investment dealer owned by the Bank of Montreal, have left to form a new energy consulting business. The new firm will probably be financed by Power Corporation of Canada, holding company of Mr Paul Desmarais, JM Financial and Investment Services and the International Finance Corporation, a World Bank affiliate. This entity will also undertake share broking.

gen, a well-known figure in the oil and gas industry. The new company will handle corporate finance, private placements, mergers and acquisitions, and restructurings. Power Corp last year set up an international merchant banking operation. HONEYWELL, the US electronics and defence group, declared that Mr Louis Navin, vice president and chief financial and administrative officer, has resigned to pursue other interests.

A replacement has yet to be named. Mr Navin, 50, will continue to be associated with Honeywell as a consultant. The company warned last month that it will report a net loss for 1988 possibly exceeding \$400m, following substantial write-offs on military contracts, restructuring charges and additional tax payments.

Bankers Trust vice chairman to retire

BANKERS TRUST New York stated that Mr Philip M. Hampton, vice chairman of the company and of Bankers Trust, its subsidiary, will retire at the end of January.

general manager. The division, whose secure transmission and reception technology is widely used in the US, provides in the UK under the name Eurocrypt vital scrambling systems for British Satellite Broadcasting. LOCKHEED, a leading US aerospace contractor, has appointed Mr Donald Neese a staff vice president of the corporation and acting president of Lockheed International. Mr Robert Conley, 65, former Lockheed International president, retired at the end of 1988 after 20 years with the group. Mr Neese, 48, joined Lockheed 10 years ago after a 20-year career with the US Air Force. He was named vice president, Asia-Pacific region in 1985, and played a key role in developing new business opportunities for Lockheed in that area of the world. He is also president of Lockheed Aircraft (Asia) and Lockheed China.

MOTOROLA, a leading US semiconductor maker, has promoted Mr Barry Waite, already a corporate vice president, to general manager of its Geneva-based European Semiconductor Group. He was formerly assistant general manager. Mr Waite, 40 and of British birth, has been in the semiconductor industry since 1970, both in Europe and the US. He joined Motorola in Scotland in 1982, and in 1987 was awarded the OBE for services to export. Kansallis-Osake-Pankki, a leading Finnish bank, has appointed at its New York branch Mr John Hickey as first vice president and treasurer.

Soaring metal prices hoist MIM profit

By Bruce Jacques in Sydney

MIM HOLDINGS, the leading Australian mining group, overcame a continuing heavy deficit in its coal operations to record a strong boost in profit dividend for the half-year to December and a welcome reduction in its debt burden. Surging prices for copper, lead and zinc helped the company lift net trading profit to A\$82.2m (US\$52.2) in the period from the previous A\$40.1m. The bulk of the improvement came in the second quarter, with savings for the first three months stated as a measure of A\$8.2m. The effect of

increased metal prices was also evident on half-year sales, which jumped to A\$947.5m from A\$704.5m. Directors have raised the interim dividend from two cents to three cents a share on capital increased by a recent equity issue. The payout, costing A\$7.6m against A\$19.8m, will be unfranked for Australian dividend imputation purposes. Pre-tax, the company lifted earnings from A\$85.6m to A\$139.2m. The net result excluded a A\$25.2m exchange gain compared with a A\$70.2m

loss previously. The directors made it clear that metals operations had carried the group, disclosing that the pre-tax loss on its three-month northern Queensland coal operation had ballooned from A\$16.5m to A\$28.2m in the half. They said coal revenues had been affected by the rising value of the Australian currency as well as by industrial disruption. Directors pointed to a substantial, but undisclosed reduction in interest expense following a cut in group debt to A\$1.07bn from A\$1.55bn. "This

should be further improved in the third quarter with the receipt of A\$120m from the sale of MIM's 40 per cent interest in the Agnew mine," they said. On metal prices, the directors noted that copper prices increased from 80 US cents to US\$1.50 a pound over the past year. "Supply and demand fundamentals indicate a continuation of strong prices into 1989," they said. "Zinc prices continued their strong gains of the last 12 months, ending the second quarter 85 per cent higher than the corresponding quarter last year."

TSE HMI Samuel Bank Holding Company plc (Formerly HMI Samuel Group plc) US\$100,000,000 Floating Rate Notes due 2016

Canada Pacific Enterprises Limited and/or Canada Pacific Securities Limited U.S. \$1,000,000,000 Eight Year Loan and Note Issuance Facility

Nestlé Holdings, Inc. (Incorporated in the State of Delaware, United States of America) ECU 250,000,000 7 3/8 per cent. Notes due 1991

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From Wednesday 18 January 1989, the Trust has adopted a policy of tracking the Tokyo First Section Index (TOPIX)

Fund Managers:



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Hamilton House, 1 Temple Avenue, London, EC4Y 0HA Tel: 01-583 178

Broker: Rowe & Pitman Ltd.

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INTERNATIONAL CAPITAL MARKETS

Treasuries climb despite unfavourable trade data

By Janet Bush in New York and Norma Cohen in London

US TREASURY bonds had scored substantial gains by yesterday's mid-session in spite of worse-than-expected US trade figures.

At mid-session, long-dated bonds stood as much as 1/4 point higher, taking the yield on the Treasury's benchmark long bond to 8.84 per cent. Immediately after news that the US trade deficit had widened to \$12.51bn in November, from a revised \$10.26bn short-fall in October - representing a deterioration in the trade account of about \$1bn more than expected - bonds fell along with the dollar.

However, the US currency then rebounded, partly because of comments by Mr Beryl Sprinkel, outgoing chief economic adviser at the White House, that central bank intervention was ineffective unless accompanied by policy changes.

Although Mr Sprinkel will not be a voice in the new Administration and is known to be consistently against intervention, the foreign exchange market displayed its generally positive sentiment by using his remarks to encourage dollar buying.

Despite at least two rounds of concerted intervention by several central banks, including the Bundesbank and the Federal Reserve, the dollar jumped to session highs in New York of Y128.5 and DM157.

Bond prices moved up in tandem with the dollar, which also encouraged a rise in stock prices.

The dollar's strength appears to be based on a number of factors. Firstly, currency dealers argue that evidence of strong domestic demand in November's trading figures will force the Fed to move short-term US interest rates even higher.

There is now a widespread belief that further progress in cutting the trade deficit will

come not from another devaluation of the dollar, but from a squeeze on domestic demand to discourage imports.

Secondly, there appears to be a vague sense of optimism about the chances of a credible budget deficit-cutting package some time this year. Although the chances for any swift action on the deficit still seem remote, this optimism appears to have become a discernible positive for the dollar in the foreign exchange market.

UK government bonds ended mixed with trading patterns following closely the behaviour

GOVERNMENT BONDS

of the US Treasuries market, virtually ignoring a raft of UK economic data.

The domestic UK figures did little to excite the markets, even though released news of a much larger than expected PSBB surplus of \$2.1bn.

Most market expectations had been for a surplus of about \$1bn. However, dealers have become inured to repeated announcements of surplus government funds, and private economists now estimate that the actual surplus at fiscal year-end will be as much as \$1.5bn.

A surplus of that size is too big to be eradicated by purchases of gilts in the open market before year-end, so dealers do not expect the markets to be much more short of stock than they already are.

WEST GERMAN government bond prices closed weaker, ending the day about 25 basis points lower than the previous close.

Dealers noted that trading had been extremely nervous, with attention focused squarely on the Bundesbank's money market operations.

Yesterday, the Bundesbank said it allocated DM14.9bn in a 28-day variable-rate repurchase agreement, replacing a maturing DM15.1bn variable-rate repo.

However, the choice of a variable-rate repo, unlike the most recent fixed-rate repos, has heightened speculation about an impending rise in either the discount or Lombard rates. In the latest repo, the Bundesbank said it would accept rates ranging from 5.30 to 5.50 per cent, effectively raising the minimum rate it would accept on funds lent to the money markets.

The expiring repo had an accepted range of rates from 5 to 5.5 per cent. Some dealers interpret this as a sign that higher rates are desired.

The Bundesbank's council meets today and has already announced it has no plans to hold a press conference, but dealers speculate that if the dollar's strength persists, the council could still vote an increase in interest rates today.

NORWAY'S central bank said credit and financing companies would be able to issue loans in foreign currencies from February, in a further step to boost investment levels and relax limits on borrowing abroad by Norwegian companies.

The bank said the same conditions would apply as those ushered in by regulation changes made last month.

Banks can now make loans to any registered Norwegian company with a share capital exceeding Nkr500,000 (\$74,500).

Board elects surprise choice as CME chief

By Deborah Hargreaves in Chicago

IN AN unusually contested election at the Chicago Mercantile Exchange on Tuesday, board directors voted to elect Mr John Geldermann as chairman, passing over Mr Larry Rosenberg who, as vice chairman, had been considered the most likely choice for the post.

Mr Geldermann, 63, no longer trades at the exchange but has a long-time seat on the board. He was asked by several fellow board members to run for the chairmanship.

He was favoured for his background in computers which will help the exchange when it launches its Globex electronic trading system later this year.

Mr Geldermann, formerly chairman of the CME in the 1970s, was a partner in a computer service company for 15 years.

Mr Geldermann, at the Chicago Board of Trade, where Mr Karlston Mahmann ran unopposed for another year as chairman, the incumbent vice chairman, Mr Patrick Arbor, won his independent campaign for re-election.

Mr Arbor was snubbed by the exchange's nominating committee which backed Mr Dale Lorenzen to run for vice chairman.

Chicago futures fraud inquiry nets eighteen

By Deborah Hargreaves

EIGHTEEN former Chicago employees of First Commodity Corp of Boston were charged on Tuesday with racketeering, conspiracy and other crimes, in what has been described as the largest commodities fraud investigation undertaken in the US.

The employees of the now-defunct futures firm are accused of using high-pressure sales pitches to defraud more than 2,600 investors of about \$23m. The investigation into the firm's operations, which began in 1986, has extended to five US cities.

Mr Arun Valukas, US attorney for northern Illinois, said the fraudulent practices under investigation at First Commodity represented a widespread problem in the futures industry.

Mr Valukas had earlier pledged a crackdown on white-collar, commodity fraud crimes.

Employees are accused of using, during First Commodity's operating period between 1980 and 1987, hard-sell techniques which promised high returns to investors in the futures markets without mentioning risks involved.

Employees at the firm had falsely stressed experience in futures and claimed extensive back-up research, Federal authorities claim. The techniques which promised high returns to investors in the futures markets without mentioning risks involved.

Employees at the firm had falsely stressed experience in futures and claimed extensive back-up research, Federal authorities claim. The techniques which promised high returns to investors in the futures markets without mentioning risks involved.

One former employee says he often heard a colleague referred to as the sugar expert. "The only thing he knew about sugar was that it goes into your coffee."

Olympia & York seeks \$2.5bn in loans

By Norma Cohen

OLYMPIA & York Development, the Toronto-based property development firm, is seeking \$2.5bn in two separate loans to refinance existing debt.

Commerzbank and Credit Lyonnais have been mandated to arrange a five-year \$1.25bn term loan for Olympia & York Resources Credit, a special-purpose finance company newly formed for the refinancing. Its debts are guaranteed by the parent company.

The loans will carry a margin of 1/2 over London interbank offered rates. Participation fees range from six basis points for a \$100m commitment to two basis points for a \$25m commitment.

Participations will be sought from European banks. The remaining tranches will not be syndicated, but will be placed directly with selected banks. Terms are expected to be similar to those of the syndicated tranches.

Manny Hanny sets up new Paris branch

MANUFACTURERS Hanover has expanded in Paris with the creation of a new branch specialising in franc Treasury operations, AP-DJ reports.

The US bank group said the new branch would have about 30 employees, some of whom have been transferred from London to focus on franc currency and interest-rate swaps.

The other focus of the new Paris branch will be underwriting for large French and international projects.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns: Country, Issue, Maturity, Coupon, Yield, Price, etc. Includes sections for US DOLLAR, STRAIGHTS, DEUTSCHE MARK, SWISS FRANC, etc.

* No information available - previous day's price. † Only one market maker supplied a price. Straight Bonds: The yield is the yield to redemption of the mid-price of the bond... Coupon shows in millionths of a dollar unless otherwise indicated.

INTERNATIONAL CAPITAL MARKETS

Japanese equity warrant issues find ready buyers

By Andrew Freeman

JAPANESE equity warrant issues dominated new issue activity yesterday as bond markets had a positive session against a background of improved sentiment following US trade data for November.

The heavy \$2.3bn of equity warrant issues was absorbed with an ease that pleased lead managers. Two issues accounted for \$1.7bn together and, as London trading finished, the day's five deals were quoted well above par.

Demand for the paper came from a range of European and Middle Eastern countries and was expected to be equally strong when trading began in Tokyo last night. Dealers throughout the market commented that the reception to the deals indicated the increasing maturity of the equity warrant sector.

The strength of demand led to renewed speculation that lead managers would be able to cut coupons when they set final terms on the bonds. Yesterday, Daiwa Europe cut the coupon on its recent \$150m issue for Sumitomo Forestry by 1/2 point to 4% per cent, while forecasts for possible cuts on the latest deals range from 1/2 to 3/4 per cent.

Midland & Company, the trading company active in the buoyant steel and chemicals markets but with interests across a range of industries,

produced the largest deal, a \$1.7bn issue maturing in February 1993 and carrying an indicated coupon of 4% per cent. Nomura International, the lead manager, said the deal met broad demand, notably from Switzerland. A Nomura official confessed that its size had caused some pre-launch nerves, but the reception was very firm and the bonds were soon quoted at 106 bid, a sharp premium to the par launch price. Final terms will be set on January 24.

Nomura was also the lead manager for a \$150m issue for Nakayama Steel Works. The paper, quoted at 104 1/2 bid, carries a slightly higher indicated coupon of 4 1/4 per cent designed to attract investors to the less well-known company. Final terms will be set on January 27.

A \$700m issue for Hanwa, the iron and steel trading company, was brought to the market by Yamachi International. The paper, guaranteed by Industrial Bank of Japan, has an indicated coupon of 4% per cent, also slightly above the prevailing level. The lead manager was quoting the bonds at 104 bid towards the

close of trading. In Switzerland, continued upward pressure on short-term interbank interest rates, which rose around 1/2 point on Tuesday and were up a similar amount yesterday, again subdued grey market activity.

The most notable fall was Oesterreichische Kontrollbank's 20-year 5 per cent paper which was quoted as low as 98 1/2 bid at one stage, a level where it yields around 5 1/4 per cent. It later improved to less than 5% bid, although investors continued to shun long-dated paper.

Public subscription of the issue ended yesterday and there was speculation that several banks had been selling paper earlier in the week in order to flatten their positions. The Republic of Austria 15-year 5 per cent bonds dropped 1/2 point to 4 1/2 bid, while Heron was down 1/4 to 3 1/4 bid.

A new SF-200m 10-year issue with equity warrants for Thomson-Brandt International was brought to the market by Union Bank of Switzerland. The pricing was considered tight and it is understood that the lead manager was supporting the deal to help it improve from less than 4 bid to 3 1/2 bid.

Significantly, both Credit Suisse and Swiss Bank Corporation declined to participate in the deal.

KKR draws excess Nabisco funding

By Norma Cohen

KOHLBERG Kravis Roberts, the US buy-out specialist, has received more than enough commitments from banks to raise the \$13.6bn it sought to fund part of its \$25bn leveraged buy-out of RJR Nabisco, the food and tobacco group.

While the company declined to give any details, Japan's Kyodo News Service reported yesterday that 46 banks from around the world had committed themselves to lending a total of \$14.64bn to finance the acquisition.

According to Kyodo, Japanese banks - led by separate \$600m participations from Sanwa Bank, Fuji Bank, Long Term Credit Bank of Japan, and Dai-ichi Kangyo Bank - will lend \$2.8bn, or 42.3 per cent of the total.

Mitsubishi Bank, Sumitomo Bank, Wipac Credit Bank and Industrial Bank of Japan which will each provide \$500m.

A total of 17 Japanese financial institutions are involved in the financing. In addition, 15 US banks, including Chase Manhattan, Manufacturers Hanover and Citicorp, have committed \$5.04bn, or about 34.4 per cent of the total.

Canadian banks have pledged \$1.45bn, or 9.9 per cent, and European banks \$1.85bn, or 12.6 per cent, of the loan. One Arab bank will provide \$100m in capital, according to Kyodo.

The loan carries front-end fees ranging from 1.50 per cent for a \$100m participation to 3.25 per cent for a \$1m participation, unusually high even for acquisition finance. Margins on the loan range from 2 to 3 percentage points over London interbank offered rates (Libor), also unusually generous for this type of finance.

Liffe dilemma for German banks Katharine Campbell on a low-profile approach to Bund trading

Futures pits are no place to keep a secret. However, the German banks which trade the German government bond or Bund, contract on the London International Financial Futures Exchange (Liffe) are going to considerable lengths to conceal themselves.

Liffe has achieved unquestioned success with the Bund, which was launched last September, and has averaged more than 5,000 lots a day, or DM1.25bn (\$875m) in value terms, since trading in the contract began.

Open interest - the number of contracts outstanding and one test of the market's success as a hedging tool - stood at 10,178 lots at the end of December, comparing favourably with the much longer established US Treasury bond future, where open interest amounted to 8,985 lots.

Yet all this comes in spite of, rather than because of, the German banks themselves. Germany plans its own financial futures and options exchange - the Deutsche Terminbörse which is expected to open in mid-January 1990.

Since one of the products planned is a notional 10-year government bond, the large bank shareholders in the venture would be faced with a political dilemma if seen to be supporting Liffe.

Moreover, for a variety of regulatory and cultural reasons, the experience of German banks in the derivatives market is limited. Mr Michael Jenkins, chief executive of Liffe, recalls: "It was clear to us right from the start that the Germans knew the cash market but had no experience of futures."

The matter is complicated by the speed with which the London rival product established itself. Thival disguised scepticism and even open hostility from some quarters of the Federal Republic before the launch have now given way to wry congratulations.

But there is still a long way to go before these extend to German faces in the Liffe pit. "I would really go for it, but my hands are a little bit tied," says an official at one of the more active German banks.

Arranging a party when the principal guest may not attend is always difficult and the outcome of the exchange's previous foreign bond launch, Japanese government bond futures, augurs well for the Bund contract. Still, while the JGB has languished, the Bund has leapt ahead.

The Bund's success stems from an established need for the contract among a wide geographical spread of players, exploited by a tough marketing campaign at the exchange.

While the German government bond market is the fourth largest in the world, no futures market exists. At the time of the 1987 stock market crash, some Japanese investors were forced to hedge their D-Mark exposure on the Matif, the French futures exchange, where a liquid 10-year domestic bond future trades - hardly an ideal solution.

Moreover, the Liffe system of appointing 16 designated brokers for the first three months

clearly worked. Sixteen traders were committed exclusively to that pit, which forced firms to make a positive marketing effort.

Mr Tony La Roche, at Cater Allen, says: "We went out of our way to try to get business. We knew we'd soon lose our fellow in the pit unless we gave him something to do."

Although no German institutions are among the 16, Dresdner Bank's trader can sometimes be found in the Bund pit.

The design of the contract, carefully tailored by the exchange to meet market

players has been enticed into the Bund futures market. Swaps desks are beginning to take an interest in the contract, and the existence of a hedging facility has, in turn, helped swaps.

A swaps trader at Midland Montagu notes: "The number of people prepared to quote D-Mark swaps has increased since September, as has the size in which the bigger players are prepared to quote."

Options traders are another sizeable constituent of the market, using futures to hedge their interest rate exposure. Liffe plans to introduce its own option on the future in the first half of this year.

Something of an over-the-counter market in exchange look-alikes, together with more tailored products, has already developed - boosted by the new future but predated slightly. The anonymity of dealing OTC has apparently proved irresistible to the Germans, among others.

There is no doubt the German banks themselves are using the new instrument, although the extent is unclear. On the whole, their strategies are kept simple.

Almost all the orders are filtered quietly through brokers. "They go to extraordinary lengths to cover their tracks," comments one observer, declining to be more specific.

How effectively this secrecy works is another matter. According to some Liffe members, the German banks' style tends to give them away anyway. They prefer to execute the order as quickly as possible and hence bid or offer the full amount in the pit initially.

Old hands will seldom declare their hand quite so speedily.



NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Bank names. Includes entries for Mitsui & Co., Mitsubishi Oil Co., Hanjaya Dept. Stores, etc.

LONDON MARKET STATISTICS

Table with columns: Category, Rise, Fall, Same. Includes British Funds, Corporate Bonds, etc.

LONDON RECENT ISSUES

Table with columns: Issue, Amount, Date, Price, Yield, etc. Lists various corporate and government bonds.

FIXED INTEREST STOCKS

Table with columns: Issue, Amount, Date, Price, Yield, etc. Lists various fixed interest stocks.

RIGHTS OFFERS

Table with columns: Issue, Amount, Date, Price, Yield, etc. Lists various rights offers.

TRADITIONAL OPTIONS

Table with columns: Issue, Amount, Date, Price, Yield, etc. Lists various traditional options.

LONDON TRADED OPTIONS

Large table with columns: Option, Calls, Puts, various dates and prices. Includes entries for Allied Lyons, B.P., etc.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns: Group, Index, Change, etc. Lists various share indices and their performance.

FIXED INTEREST

Table with columns: Index, Change, etc. Lists various fixed interest indices and their performance.

Indexing: Index 1871.7, 10 am 1871.15, 11 am 1884.1, Noon 1889.3, 1 pm 1890.1, 2 pm 1894.7, 3 pm 1880.9, 4 pm 1881.4, 4.05 pm 1882.4, 5 pm 1880.0. * 0.000m * Flat yield. High and low rates based on latest data. Prices and yields are subject to change. A list of constituents is available from the Publishers, The Financial Times, Bankers House, Cannon Street, London EC4A 3DF, price 15p, by post 34p.

© First Dealings Jan 9, © Last Dealings Jan 20, © Last Declarations Apr 19, For settlement Apr 24, For rate indications see end of London Share Service. Calls in Blo-Isolates, Cresta Hill, PEO Warsaw, M. Kaloger, Clyde Pat, Spectrum, Hilldown, Control Secs, Interlink Exp, PML, P/C Norfolk Cap Grp, N. Kaloger.

UK COMPANY NEWS

Bid fails as Wardle gains only 24.9% of Armstrong

By Clare Pearson

WARDLE STOREYS' £83m hostile offer for Armstrong Equipment failed yesterday when the plastic sheeting and survival equipment group acquired or received acceptances for only 24.9 per cent of Armstrong's equity.



Roy Watts - delighted with shareholder support

Mr Roy Watts, chairman of Armstrong, a manufacturer of industrial fasteners and motor components, said: "I'm delighted that our shareholders have supported the management. Our task now is to fulfill the faith they have placed in us, and I'm confident we will do so."

Armstrong, which has suffered a number of setbacks in its recovery programme spearheaded by Mr Watts, is forecasting pre-tax profits of £2.5m, up 49 per cent, for the year to July 1.

Wardle's chances of success diminished when it ruled out improving the terms of its shares-and-cash offer at the beginning of the month. That sent Armstrong's share price, which had stood at above 180p before Christmas, tumbling below the level of Wardle's offer, worth around 155p. The final stages of the bid were dominated by widely differing assessments from the two sides of the likely value of Armstrong shares if the bid, which provided a prospective

higher at 139p. The offer had been widely expected to fail. Mr Brian Taylor, Wardle's chief executive, yesterday said he still thought the terms had been extremely generous. "But clearly we would have had to pay a significantly higher price and that would have been just plain crazy." He said that Caparo Industries, which ruled out accepting the offer at the end of last week, had offered Wardle 120p a share for the 2.7 per cent stake it held through an associate, Caparo, the largest Armstrong shareholder with 10.9 per cent, declined to comment. This is Wardle's second failed hostile takeover bid with Mr Taylor at the helm - the company has shown strong growth in profits and earnings over the last four years. It follows the £82m offer for Chamberlain Phipps, shoe components and adhesives group, in the spring of 1987. Here too there was no apparent industrial logic for a merger. Mr Taylor yesterday refused to be downcast by a second defeat. He said he was quite happy that Wardle retained its cash pile, which was to £32m at its last balance sheet date. Armstrong was advised by Lazard Brothers and Wardle Stores by Barclays de Zoete Wedd.

ability it was necessary to combine it with a larger group. "The choice was either to acquire a competitor or to dispose of the business and reinvest the proceeds in the group's main activities," the board said. In the year to April 30 last year the division incurred losses of £1.1m before tax and reorganisation costs, on sales of £29m. Parkfield increased pre-tax profits by 29 per cent to £6.5m in the six months to October 31 from its other diverse activities, ranging from chassis man-

ufacture to video distribution. Of the total consideration, £5.5m is in cash, £1m being payable on delivery of completion accounts and a further £4.5m payable next July. The balance of £6.5m was settled at completion by the issue of three year redeemable preference shares of Bridisco carrying a zero coupon for the first 18 months and 12 per cent annual coupon for the following 18 months. Parkfield directors said it was their intention to sell these shares to an unnamed financial institution.

Parkfield makes £12m disposal

By Ray Bashford

PARKFIELD GROUP, the industrial holding company headed by Mr Roger Felber, has sold its electrical goods distribution division for £12m.

Bridisco, an electrical equipment distributor with annual sales of £45m, has purchased the three companies which form the division, Lightning Electrical Distributors, Lightning Electrical Distributors (Industrial) and Cidisco. Parkfield has been in discussions about the sale of the loss making division since last October. The company said that for the division to achieve profit-

wide depressed demand for consumer electronics. Michael Black has shops at Cumberland and Newcastle and franchised outlets elsewhere in Scotland and the north of England. Emess bought it for £3.31m in 1984 after a bidding battle with Hightgate & Job, the Scottish industrial company. After the takeover, Emess recouped £1.9m through Michael Black's cash balances and property disposals.

Mr Brian Dinham, up to now the Emess main board director responsible for Michael Black, will become its majority shareholder as well as chief executive.

Emess sells 60% of M Black

By Clay Harris

EMESS, the lighting and electrical accessories group, has sold to management a 60 per cent stake in Michael Black, its small consumer electronics retail chain. Emess will raise £2.5m from the disposal, which values Michael Black at £4.17m. Mr Michael Meyer, chair-

man, said Emess wanted to concentrate on its higher margin core activities. Michael Black was making less than 6 per cent pre-tax, only half the returns elsewhere in the group, on annual turnover of £6.5m. Moreover, no growth was being achieved in the current financial year with the nation-

Jarvis Porter rationalisation

Jarvis Porter, the label and packaging printer, said yesterday it had taken three important steps in its rationalisation package.

The group is selling the business and certain assets of R B Macmillan, a self-adhesive

label company, to its management for total consideration of £1.45m.

Jarvis has also completed the move of its London self-adhesive plant to Mitcham; the premises in Fulham have been sold for £770,000.

Foes search to uncover investors' loyalty

Terry Dodsworth on the small groupings that may decide the GEC-Plessey battle

WHAT YOU have to remember is that there is no shareholder loyalty at all in the electronics sector. This is the worst performing sector in the stock market since 1982, and it is no exaggeration to say that loyalty among institutional investors is absolutely zero.

This is how one senior analyst in the City sees the battle for the hearts and minds of the shareholders who will decide the outcome of the struggle between GEC and Plessey. Institutional shareholders, he believes, have taken such a hammering over the last few years that many of them will be only too happy to sell the shares of either company. The key decisions that determine the future of the two groups will come down to only a few major shareholders. About 47 per cent of GEC, according to some calculations, is owned by about 50 shareholders. In the case of Plessey, 25 per cent of the stock is reckoned to be in 10 hands; indeed,

one institution alone, the Guardian Royal Exchange, has a 7.5 per cent holding. Most of these organisations are waiting to see developments as the joint bid for Plessey mounted by GEC and Siemens of West Germany wends its way through the Monopolies and Mergers Commission. But the balance of opinion seems to be weighted in favour of GEC, partly because it has put a firm proposition on the table. Factors in the argument include:

● Shareholders are interested, but bemused, by the Metson consortium proposal to take over GEC. This offer, organised by the Lazard merchant bank, and supported by Plessey, has not so far convinced investors because of the changes it has undergone as first one industrial backer and then another has lost interest. But it would clearly attract some following if it could be mounted satisfactorily.

"I would like GEC to be broken up," says one investment manager. "I think GEC has gone to sleep. For me, the GEC-Siemens bid for Plessey is very much a second best option." A number of institutions say they have been in favour of rationalisation in the UK electronics industry for several years. For fund managers in this camp, the MMC's refusal of the previous GEC bid for Plessey in 1986 was an error, which they hope to see overturned by the new offer. "I always believed that the last bid should have succeeded," said one manager. "We have lost three valuable years which could have been better used to reorganise the industry."

● Some investors are not enthusiastic over the acquisition programme launched recently by Plessey. They argue that it may have paid too much for some of the companies acquired, though they concede that it is too early to make a firm judgment.

● Other investors contend that the Metson proposals, as

sketched out up to now, would not be particularly attractive. One suggestion is that the Metson-organised break-up of GEC would give Plessey a large slice of Marconi, GEC's defence company. "I'm not sure that I want to invest in a pure defence electronics group, which Plessey would become," said an investor.

Another said he would not be particularly keen on holding shares in the rump of GEC, which would be run by Metson's chairman, Sir John Cuckney, chairman of the Westland helicopter company. "I don't think his credentials are superior to Lord Weinstock's," he said.

● Support for GEC, while by no means enthusiastic, is stronger for two reasons. First, Lord Weinstock, its managing director, still carries plenty of clout with many institutional managers, who have made money out of the GEC stock in the past.

Second, they can see a relatively clear strategy in the

GEC proposals for changing the industry. Some investment managers argue that GEC has had a particularly difficult run over the last few years because the sector is weak in heavy industrial competition. It has been hard, they say, for GEC to break out of the deadlock because of political considerations over Plessey's obstruction over Plessey in the UK, the German Government's refusal of efforts to take over AEG, and antagonism in the rest of Europe.

These investors believe that GEC is now making a valiant attempt to use the possibilities argued by the 1982 barrier-free Community market. "What GEC needs to do is to match its high margins with the extra volume it can achieve from the activities of the European companies it is linking up with," said one of these enthusiasts. "If it can do that, our support will have been justified."

John Tams in bone china buy for £3m

By Fiona Thompson

John Tams Group, Stoke-on-Trent based ceramic mugs and tableware manufacturer, has made its first acquisition since joining the UK last June with the purchase of A.T. Finney & Sons, producer of quality bone china tableware, for £3.07m cash. Finney's tableware, decorated in-house and marketed under the Duchess China trade name, is aimed principally at the mid-price range. Most of its sales are in the UK, although exports, mainly to North America, Australasia and Japan, represent about 20 per cent of turnover. In the year to March 31 1988, Finney made pre-tax profits of £294,000. Based on the acquisition price this represents an actual exit p/e of 12. Mr Gerald Tams, chairman and managing director of Tams, said the acquisition represented an excellent opportunity for his company to diversify. Tams is the UK's second largest manufacturer of earthenware mugs and tableware, after Coleroll, and the leading maker of plain mugs for the international decorator market. Finney will operate as a separate subsidiary and continue to make its current products, said Mr Tams.

Storehouse shuns latest Edelman missive

By David Waller

FULL DETAILS of the latest bout of antagonistic correspondence between Storehouse and Mr Asher Edelman, its unwelcome 5.6 per cent shareholder, came out into the open yesterday. Mr Edelman's letter, dated January 12, was addressed collectively to the whole Storehouse board.

The New York-based investor asked for a meeting and expressed his hope that the directors would heed their "fiduciary responsibilities and be responsive to proposals which will substantially increase the value to all Storehouse shareholders."

"We are convinced that the group's current operational structure precludes it from realising its maximum value for shareholders," he continued. "...we think there is a reasonable likelihood that the current methods of operating will depress the share price still further."

Mr Edelman said that he and Barclays de Zoete Wedd, his investment banking advisers, had studied a number of options over the past several months. Those detailed include: ● Selling all the assets and businesses in Storehouse apart from the Habitat design business and Conran USA. "The proceeds of these sales could be distributed to shareholders," Mr Edelman argued, say-

ing that shareholders would continue to participate in a business which the Storehouse management knows best (design and home furnishing) and that what was left of the company would trade at a premium on the London stock-market.

● A management buy-out "at a price which fully and fairly reflects the value inherent in Storehouse"; or ● A sale of the entire company, as a whole or in its parts, "pursuant to a full and fair auction conducted for the benefit of all shareholders."

Mr Michael Julien, Storehouse chief executive, replied on Monday in a brief letter. "The directors," he wrote,

"who are of course fully aware of their fiduciary responsibilities, see no useful purpose in continuing this correspondence or in meeting with you at this time."

Mr Edelman yesterday said that the brush-off was not unexpected. "I suspect them of planting a 'red herring' buy-out, and that is why they choose not to meet me."

This was categorically denied by Kleinwort Benson, merchant bankers to the retail group. Mr Edelman was rebuffed in his first attempt to secure a meeting just before Christmas. Storehouse shares were yesterday unchanged at 155p, valuing the company at £796m.

the US Secretary of the Interior from issuing certain federal mining leases to "any national of the US which is controlled by or under common control of any foreign person who purchases, acquires, owns or holds any investment in: South Africa."

Minoro's US lawyers believe this clause would prohibit MMC and ARCA in its net if they were under Gold Fields control but not if they were owned by Minoro which, although 60 per cent owned by South African companies, has no direct investment or assets in that country.

Gold Fields said it had not yet examined the US bill in detail but, if the clause was included, it would certainly have a damaging impact on the American subsidiaries.

MMC set to deliver Gold Fields report

By Kenneth Gooding, Mining Correspondent

SHARES IN Consolidated Gold Fields, the diversified mining group, yesterday moved up 15p to £12.69 after the UK Monopolies and Mergers Commission said it would deliver the report on the hostile £2.9bn bid by Minoro, the South African-controlled investment company, to the Government on time next Monday.

London analysts suggested that because the Commission

had not asked for an extension to the three-month inquiry, even though it covered the Christmas and New Year holiday period, it was likely that the bid would be cleared and Minoro would be free to bid again.

Lord Young, the Trade and Industry Secretary, has up to 21 days before he must publish the Commission's findings but Gold Fields expects his decision to be announced in the first two weeks in February.

Meanwhile, Minoro yesterday poured out that the South African Sanctions Bill, recently re-introduced in the US, would seem to hold a threat for Gold Fields' wholly-owned subsidiaries, Gold Fields Mining Corporation (GFMC) and ARC of America.

The bill contains a reinstated clause which would prohibit

Peek in £18m agreed offer

By Nikki Tait

PEEK, the electronics and industrial holding group which has been built up from a former shell company by Mr Ken Maud over the past two years, yesterday made a recommended £18m offer for Polytechnic Electronics.

USM-quoted Polytechnic, based in Daventry, Northamptonshire, designs and makes electronic navigation equipment. The company said that it had known Sarasota, a Peek subsidiary with interests in traffic measurement instrumentation and acoustic consultancy, for sometime, and that relations had become increasingly close recently. It also claimed that Peek's greater bulk and financial muscle would usefully augment its business. The terms of the deal are

five new Peek shares of 200p cash for each Polytechnic share. The news had little impact on the Polytechnic share price, which has risen steadily from early-November's 140p-150p level. Yesterday, they eased 3p to 195p.

The deal has the backing of shareholders speaking for 65.3 per cent of Polytechnic - comprising Mr Michael Perry, chairman, Mr G. Nicholl, another director, and two corporate investors, Figge International and Smiths Industries.

Mr Perry, who holds just over 40 per cent of Polytechnic, has agreed to take shares in respect of 70 per cent of his holding. The maximum cash payment by Peek, therefore, would be about £12m, although the company's said it expected

the actual cash outlay to be lower. The maximum number of shares which could be issued would be 45m - about 13.6 per cent of the enlarged Peek equity.

Polytechnic came to the USM in 1973, but has had a slightly bumpy profits record since then. It reported a pre-tax loss of \$247,000 in 1988-87 after research and development costs of \$900,000. It recovered to a £1.1m profit in 1987-88, on sales of 57.8m. Net assets last May were put at £1.8m.

Peek, meanwhile, has been built up by Mr Maud, a South African, through a series of acquisitions - including Dabler International, a manufacturer of electronic connectors for over £100m. Peek shares yesterday eased 1p to 39p.

Peek set to deliver Gold Fields report

By Kenneth Gooding, Mining Correspondent

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The bill contains a reinstated clause which would prohibit

Northern Foods £100,000,000 Multiple Option Facility arranged by N M Rothschild & Sons Limited. Lists various banks and financial institutions participating in the offer.

THE CHILLINGTON CORPORATION PLC (Registered in England No: 1338135) Rights Issue of 2,701,500 units each comprising one new ordinary share and a warrant to subscribe for one new ordinary share at 130p per unit.

Friendly Hotels PLC (Incorporated in England, No. 9725) Issue of 12,000,000 7 per cent Convertible Cumulative Redeemable Preference Shares of £1 each at par.

Lookers plc Car, truck, agricultural machinery and caravan dealers, contract hire, car delivery, coachbuilding and the operation of caravan parks. Preliminary results for the year ended 30th September, 1988 (unaudited).

UK COMPANY NEWS

Acquisition helps Lookers advance 53% to £6.32m

By John Thornhill

LOOKERS, Manchester-based motor dealer, increased its pre-tax profits by 19 per cent to £2.32m in the year to the end of September 1988. Turnover advanced 60 per cent from £169.63m to £270.61m. Its shares rose 15p to 177p.

These substantial increases were mainly due to the contribution made by the northern England-based Martins group of dealerships, which Lookers acquired for £3.85m in November 1987.

Mr Ken Martindale, Lookers chairman, yesterday said that Martins had contributed £74m to the company's turnover and about £2m to profits. Group earnings per share increased by 85 per cent to 29p (18.5p adjusted for a one-for-one capitalisation issue).

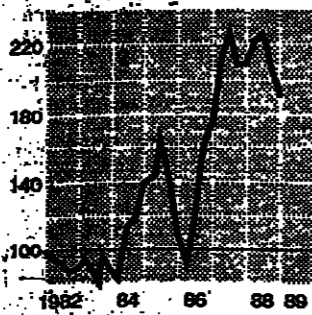
The proposed final dividend is 3.7p (2.875p adjusted) making a total of 5.35p (4.175p adjusted).

Mr Martindale said Lookers had benefited from the buoyancy in 1988 in the car market which had risen to a record level for the fourth consecutive year. The company had sold 20,424 new cars, vans and trucks and 16,904 used vehicles during the year.

Although he expected the new car market to shrink next

Lookers

Share price relative to Datastream Motor Distributors Index



year by about 5 per cent from its present figure of 2.3m. Mr Martindale said that he did not expect a significant drop in business. He added that he did not believe the north would be as heavily affected by the rise in interest and mortgage rates as the south, and that car sales would not be severely affected.

He said that Vauxhall cars had been under-supplied during the year and consequently Lookers had been unable to satisfy demand. "Lookers' other interests in vehicle contract hire, agricultural machinery and caravans

had all performed steadily, he said.

COMMENT

Lookers has turned in impressive figures, but the worry must be over how long such growth can be sustained in a harsher economic climate. A drop of 5 per cent in the new car market would probably not affect results significantly but a fall of 10 per cent - not inconceivable - would certainly squeeze. The chairman may be right in assuming that the north will prove more recession-proof than the south.

Used car dealing and servicing provide a good fallback as well. The 7.25 per cent stake bought by T. Cowie, Sunderland-based motor group, probably does not signal an imminent takeover battle. Mr Tom Cowie should be seen as a shrewd stockmarket operator in his sector and not as a potential bidder. Moreover, Woodchester Investments shows no sign of wanting either to sell or increase its friendly 29.3 per cent stake. Assuming modest growth in pre-tax profits to £7m, the shares stand on a prospective P/E of about 6.5p and appear to be a safe, if unexciting, investment.

GFW clarifies its position on RHM

By Nikki Tait

SHARES IN Ranks Hovis McDougall dropped sharply in early trading yesterday after a variety of reports from Australia and New Zealand appeared to play down recent speculation that some sort of renewed predatory action, based around the 29.9 per cent stake held by Sydney-based Goodman Fielder Wattle, was imminent.

However, the shares later recovered to close 1p higher at 379p.

GFW made a £1.7m bid for RHM, UK food and bakeries group, last summer, but this was referred to the Monopolies and Mergers Commission. GFW subsequently withdrew from the inquiry, and announced that it was inviting offers for its stake. Talk of some sort of break-up bid was first mooted in November when a suitable buyer could not be found.

Since Christmas, there has been speculation that GFW would be seeking to reopen the

MMC inquiry or, alternatively, that it was close to organising some sort of consortium bid for RHM.

Both of these rumours were given short shrift by the GFW camp.

The company's London office said it was not possible to "reopen" an MMC inquiry which had lapsed, and it dismissed the suggestion as factually inaccurate.

Regarding the other possibility, GFW pointed out that it was restrained by the Take-over Code from rebidding for 12 months, or from acting in concert with any other bidder during the same period.

However, GFW did restate its position. Although the "auction" of its holding last autumn had not produced an unconditional cash offer for the entire stake, a number of parties had put forward alternative proposals. Some discussions had followed and were continuing.

Pilkington in NZ buy

By Fiona Thompson

PILKINGTON, the world's largest producer of flat and safety glass, has acquired Winstone Glass, a New Zealand glass merchant. Pilkington (New Zealand), a wholly owned subsidiary, has bought Winstone from Fletcher Challenge.

The name Winstone Glass will be maintained and the company will continue to operate as a glass merchanting business. Its activities will be managed separately from the manufacturing operations of Pilkington in New Zealand.

Quicks in £3m dealership buy

By John Thornhill

QUICKS GROUP, Manchester-based motor and parts distributor, yesterday announced the acquisition of Davies Group, Coventry and Nuneaton-based dealership, for £3.5m.

In addition, it forecast pre-tax profits of not less than £3.4m for the year ending December 31 1988.

Davies, which trades under the Parkside banner, employs 255 people and operates from

five locations in and around Coventry. It possesses franchises for Austin Rover, Freight Rover and Unipart which have not previously been represented by Quicks.

In the year to end-December 1988 Davies made pre-tax profits of £246,000 on a turnover of £22.6m. At that date revalued assets totalled £3.04m.

The purchase represents a key development in Quicks'

delated intent of becoming a nationwide group of motor dealerships with strong contract hire and parts divisions.

In recent months Quicks has been particularly active in the West Midlands area. It has invested £1m in a new Peugeot/Talbot dealership at West Bromwich and is currently relocating and refurbishing the group's original Ford dealership at Old Trafford.

Prestwich calls off talks on management buy-out

By Philip Coggan

PRESTWICH HOLDINGS, leisure company, announced yesterday that discussions concerning a management buy-out for the group had been discontinued.

The buy-out was first mooted in September last year when Mr Philip Keane, the Prestwich director who led the team, said that it was felt that the company's stockmarket rating was unsatisfactory.

However, the discussions "went on too long", according to Mr Paul Levinson, Prestwich's chairman, yesterday. "Interest rates crept up and the sums that added up five months ago don't add up today," he added.

Mr Levinson said that the

elimination of the uncertainty regarding the buy-out would allow the management to focus its full attention on expansion of the business.

Since the buy-out was first discussed, Prestwich has sold a distribution site in Parkfield, a mini-anglomerate, and the Mobile Merchandising Company to Splash Products. Mr Levinson said that the proceeds from the sales would allow Prestwich to expand its core activities.

Given the delay since the possibility of a buy-out was first proclaimed, the market was unsurprised at the Prestwich announcement and the shares fell 1p to 118p.

SAUR offer for Eastbourne nears finish

By Fiona Thompson

SAUR Water Services, a subsidiary of Bouygues, French construction and services group, is set to declare unconditional its agreed offer for Eastbourne Water Company. The offer values Eastbourne at about £15m.

SAUR said yesterday that it had valid acceptances, or irrevocable undertakings to accept the offer, in respect of shares representing 46.927 per cent of the voting rights. Adding in its own shares, which represent 7.56 per cent of the voting rights, it now speaks for 54.485 per cent of the voting rights.

SAUR said the offer would be declared unconditional as soon as valid acceptances in respect of outstanding irrevocable undertakings had been received.

Southern Water Authority, which holds a 34 per cent stake in Eastbourne, is having talks to decide what to do with its holding. It is debating whether to sell the stake or stay as a minority shareholder.

On Tuesday Southern mounted a counter-bid for Folkestone and District Water Company through AIFP Water Fund. Its joint venture with Associated Insurance Pension Fund. The Southern/AIFP offer values each class of Folkestone's voting stock at £350 for each £1 nominal, compared with £250 offered by General Utilities, the UK subsidiary of Générale des Eaux, France's largest water supplier. The French bid values Folkestone at £2.3m.

Hoskins stake in Associated Farmers

Mr Barrie Hoar, chairman of Leicester-based Hoskins Brewery, and his family interests have bought a 5.1 per cent stake in Associated Farmers, an East Anglian farming company which joined the Third Market earlier this month.

Farepak set to join USM with near £14m tag

By Vanessa Houlder

FAREPAK, mail order group and contract food processor, is joining the USM via a placing valuing it at £13.7m.

Hoare Govett is placing 1.55m shares, representing 21.4 per cent of the enlarged entity, at 125p each. Dealings are expected to start on January 26.

For the year to April 30 1988, it made profits before tax and non-recurring items of £1.71m

on turnover of £27.8m. For the year to April 30 1988, it is forecast to make pre-tax profits of £2.2m, which, at the placing price, puts it on a prospective P/E of 9.7.

Farepak sells food hampers, jewellery, gifts, toys, novelties and shopping vouchers by mail order. It is also engaged in contract food processing and packing of food and other frozen meat products.

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corres - dividend year	Total last year
Brunswick Group	1.75p	Mar 9	1.25	3.75
British Aerials	1.1	Feb 15	-	-
Chert (Matthew)	5.5	Apr 7	4.5	11
Cooper (P)	1	Apr 8	-	3
Courtesy Paper	2.5p	Apr 25	2.5	7
Electron House	2.5p	Apr 17	2	4.5
First Leisure	2.0p	Apr	1.50p	2.9p
Highland Elect	1	Apr 28	1	3
Lookers	3.7	Apr 28	2.875	5.95

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issues. †On capital increased by rights and/or acquisition issues. ‡USM stock. §Unquoted stock. ¶Third market. †Adjusted for share subdivision.

BOARD MEETINGS

The following companies have notified dates of board meetings in the next three months. Such meetings are usually held for the purpose of considering dividends. Dates in brackets are not available at present. Whether the dates are in brackets or not, the meetings shown below are based mainly on last year's dates.

Company	Date
British Aerials	Feb 15
Health Insurance	Mar 10
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20
Leisure Paper	Mar 20

PUBLIC WORKS LOAN BOARD RATES

Term	Effective January 19		Effective June 19	
	BY	MT	BY	MT
Over 1 up to 2	11 1/2	11 1/2	12 1/2	12 1/2
Over 2 up to 3	11 1/2	11 1/2	12 1/2	12 1/2
Over 3 up to 4	10 1/2	10 1/2	11 1/2	11 1/2
Over 4 up to 5	10 1/2	10 1/2	11 1/2	11 1/2
Over 5 up to 6	10 1/2	10 1/2	11 1/2	11 1/2
Over 6 up to 7	10 1/2	10 1/2	11 1/2	11 1/2
Over 7 up to 8	10 1/2	10 1/2	11 1/2	11 1/2
Over 8 up to 9	10 1/2	10 1/2	11 1/2	11 1/2
Over 9 up to 10	10 1/2	10 1/2	11 1/2	11 1/2
Over 10 up to 15	10 1/2	10 1/2	11 1/2	11 1/2
Over 15 up to 25	9 1/2	9 1/2	10 1/2	10 1/2
Over 25	9 1/2	9 1/2	10 1/2	10 1/2

*Non-quota loans are 1 per cent higher in each case than non-quota loans A. †Equal instalments of principal. ‡Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). §With half-yearly payments of interest only.

1988 was a year of remarkable achievement, showing anything may be possible with the Woolwich.

INNOVATION

"We continued our active and innovative participation in non-retail markets, increasing our wholesale balances to £2.3bn at the year-end. We were the first building society to issue a DM150m fixed rate Euro-bond which was swapped into floating rate sterling."

EXPANDING SERVICES

"Woolwich Homes (1987) Ltd., our wholly owned housing development business, ended the year with more than 1,000 homes under construction.

"Woolwich Property Services Ltd., our estate agency arm, began operations during the year and had 12 active branches by the year-end. Plans for expansion include a further 50 offices during the course of the current financial year. In the light of experience, we believe our self-build approach to this new activity has been the right one.

"In terms of customer service, our position has been enhanced by the merger and our development programme so that we now have 550 branches, supplemented by over 2,000 branch agencies.

"We have also expanded the range of our lending, insurance and survey services, taking advantage of our ability to undertake new activities."

FUTURE OPPORTUNITIES

"The current year is likely to be one of consolidation. Constitutionally, we can best serve our customers by remaining as a mutual building society. Geographically, there may be opportunities for expansion within the single European market of 1992."

HISTORIC MERGER

"As we look back we see a year of remarkable achievement, not only in our traditional savings and lending business, but also in the historically important event of the Gateway merger. 1988 also saw the first full year of our operation under the Building Societies Act 1986. The new activities it enabled us to undertake have made significant contributions to our progress."

INCREASED MARKET SHARE

"Overall the Society's assets grew by 45% during the year, rising to £13.5bn at 30th September 1988. Of this, the merger with Gateway contributed almost £2bn. The balance was achieved by excellent performance in our traditional markets where we consistently outperformed our competitors to gain market share from an underlying growth rate of 25%.

"Total lending during the year amounted to £3.5bn, an increase of 66%, with the number of main mortgages rising to 77,500. By adopting a competitive pricing policy, the Society was able to achieve this growth while maintaining the quality of its mortgage portfolio.

"On the savings side of the business, record figures were achieved in the wake of the Stock Market setback of October 1987 with net retail investment receipts totalling £1,213m during the year."

PROOF THAT THIS IS YET ANOTHER RECORD YEAR

Total assets up by 45% to £13.5 billion.

Net receipts from investors up by 67% to £1,213 million.

Home loans up by 66% to £3.5 billion through 77,500 mortgages.

Total reserves increased to £616 million.

3.5 million investors' accounts now with the Woolwich.

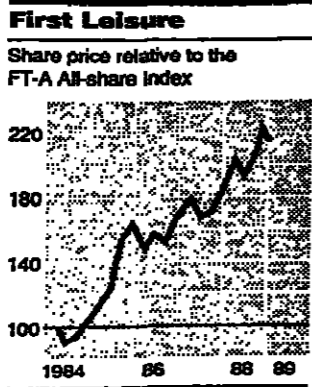
Woolwich
EQUITABLE BUILDING SOCIETY

UK COMPANY NEWS

First Leisure boosted by bowling and discotheques

By Vanessa Houlder

STRONG GROWTH in discotheques and ten-pin bowling operations led to a 25 per cent rise in pre-tax profits at First Leisure from £16.1m to £20.17m for the year to October 31. Turnover increased by 22 per cent to £61.12m (£66.3m).



A final dividend of 2.03p made a total of 2.93p for the year, an increase of 26 per cent.

COMMENT

Given the rave reviews earned by its musicals, 10-pin bowling alleys and discos, First Leisure can scarcely be accused of stirring up boredom. But that is close to the response elicited in the City, which has grown used to its perennially and predictably good results. Accordingly, the shares responded to yesterday's results by dropping 2p to 145p. Organic growth of 20 per cent a year seems set to continue given First Leisure's heavy capital expenditure and the quick returns being experienced on new openings. The management is credited with careful planning, although it could experience difficulties in finding suitably-priced new sites. Another potential dampener could be the downturn in consumer spending. That said, First Leisure's broad geographical spread and the low outlay involved in going to a disco or bowling alley should leave the business relatively undimmed by higher mortgage rates. All in all, the shares are reckoned to deserve their premium rating of 13, assuming pre-tax profits of £23m this year.

Mr John Conlan, chief executive, announced the intention to sell 19 pubs in the Portsmouth area, bought in December 1987 for £5.7m. Although profitable, they were unlikely to meet the group's criteria of a 20 per cent return on investment. Negotiations for the sale were at an advanced stage. Mr Conlan said the company aimed for growth through organic expansion. The company was continuing to research expansion possibilities in Europe.

During the year, the company opened or acquired four discotheques, three cafe bars, five bowling alleys, two hotels and one caravan park. It spent \$43m on acquisitions, new developments and refurbishments. This year it plans \$33m of capital expenditure.

fell by 7 per cent £1.3m; property more than doubled to £0.9m. Administration expenses increased to £5.16m (£4.34m) and interest costs by 37 per cent to £1.55m.

The return on capital employed decreased to 21.2 per cent from 25.6 per cent in 1987, following a revaluation of properties. Gearing increased from 11 per cent to 18 per cent. Profits in the theatre division declined due to the winding-down of Chess at the Prince Edward.

UAP raises stake in Sun Life to 19.24%

By Nick Bunker

UNION DES Assurances de Paris (UAP), the state-controlled French insurer, has edged up its stake in the UK's Sun Life Assurance to 19.24 per cent, after picking up shares in the market over the last 10 days.

The announcement from UAP yesterday came as little surprise to traders and analysts, who had noted that Sun Life's share price had risen 110p since the beginning of last week, when they were at 868p, and suspected that UAP was behind the buying.

UAP's previous holding was 18.2 per cent, which it acquired via a dawn raid on September 30 and a deal which gave it control of a 7.5 per cent stake formerly held by Brussels insurer Groupe AG.

The extra share-buying looks unlikely to presage a full bid by UAP for Sun Life, in view of comments last September by Mr Jean-Claude Haas, of Maison Lazard et Compagnie, UAP's adviser, who said it had no intention of bidding.

Some life assurance analysts speculated that UAP could be positioning itself in advance of a rights issue at Sun Life.

Matthew Clark bubbles up to £3.3m

By Lisa Wood

MATTHEW CLARK and Sons (Holdings), the wines and spirits distributor, yesterday reported pre-tax profits 12 per cent higher at £3.3m for the six months to end-October 1988.

Turnover from group activities, including Senlark Transport, the south east England distribution business and I H Baker, Australian drinks distributor, rose by some 10 per cent from £35.4m to £38.81m after customs and excise duty of £14.8m (£15.08m).

Attributable profits were £1.37m (£1.1m) with earnings per share increasing over 22 per cent from 12.5p to 15.5p. The interim dividend is raised

to 5.5p (4.5p). Mr Francis Gordon Clark, chairman, said that the relatively high increase in attributable profits and earnings per share arose from the group's wholly-owned subsidiaries showing greater growth than I E Mather, the Leeds-based British wine and sherry business, owned as to only 52 per cent by the company.

Mather returned pre-tax profits of £2.26m compared with £2.26m. Mr Gordon Clark said Mather's successful diversification into imported wines and contract production had resulted in output rising by over 30 per cent.

year's £123,000 loss into profits of £155,000. The business showed a substantially improved turnover in the period with more aggressive marketing of agency brands.

Strong growth in sales was achieved by Clark's agency business, which included Macallan malt whisky, Taittinger champagne, Martell cognac, Janssieu armagnac and several Irish whiskey brands. The continuing agency for the whiskey brands is uncertain following the acquisition of Irish Distillers by Pernod Ricard.

What is certain, however, is that in May, Clark's agency

subsidiary will lose the UK agency for Martell cognac and Janssieu armagnac because Seagram, which acquired Martell last year, wants to use its own distribution channels.

Mr Gordon Clark said that while the brands accounted for an important part of group turnover, he was confident there would be no dip in profits in 1989-90 due to the loss of the agency brands.

Cost savings were being made by redundancies in the subsidiary. Other savings were coming from moving the Stone's Ginger Wine business to Leeds.

Matthew Clark shares closed 6p up at 413p.

Maxwell in £22m Israeli expansion

By Andrew Whitley in Herzlia, Israel

MR ROBERT MAXWELL, the media magnate, has taken effective control of Scitex Corporation, Israel's flagship hi-tech company, by acquiring 27 per cent of its enlarged share capital for \$88m (£22m).

Under the deal - made through Mirror Group - Mr Maxwell replaces Mr Efraim Arazi, Scitex's founder, as chairman. His son Kevin was one of the three other directors named by Mr Maxwell.

At a press conference in Herzlia, where the company has its headquarters, the British businessman said he intended to develop Scitex into a multinational enterprise. "The problem the company now faces is the need to go international to form alliances, partnerships and make acquisitions."

Mr Maxwell said the goal would be to transform Scitex from a \$200m company into a business with annual revenues exceeding \$500m, through the provision of international capital and distribution facilities.

A statement issued by the company - a world leader in computerised imaging systems for the printing and publishing industries - said Mirror Group had agreed to co-operate with the two principal Israeli shareholders, privately-owned IDE Group and Cal holding company, after dilution they will each have about 14 per cent of Scitex's equity. About 6 per cent is held by a private US investor and the balance traded in New York.

The acquisition links Mr Maxwell's publishing and newspaper interests to one of the most innovative companies in the fields of colour printing and graphic arts. Scitex press systems have become an industry standard worldwide.

After three successive years of losses, totalling nearly \$62m, the company returned to the black last year. For the first nine months of 1988 profits were \$9.2m on sales of \$115.2m, against a corresponding loss of \$6.4m. Scitex forecast profits of \$14m for 1988 on revenues of about \$150m.

News Digest

COURTNEY POPE

Rise of 32% in first half

COURTNEY Pope (Holdings), shopping, engineering and electrical group, reported a 32 per cent rise in profits for the half-year to end November. The taxable figure of £1.84m compared with £1.39m and was from turnover 23 per cent ahead at £26.85m (£21.86m). After tax £219,000 (£200,000), and minorities £130,000 (£21,000), earnings per 5p share worked through at 9.1p (8.9p). The interim is raised to 3.5p (2.5p).

HIGHLAND ELECT

Trading up to expectations

Trading in the six months to the end of October at Highland Electronics, maker and distributor of electronic products, was up to expectations, the company said, with all divisions and subsidiaries operating at a profit.

Pre-tax profits for the group were ahead by £28,000 to £420,000 on turnover which slipped to £6.23m (£6.78m). After a tax charge increased £15,000 to £140,000, earnings per 20p stock unit were up at 3.2p (3.05p). The interim dividend is held at 1p.

The company said that the manufacturing division should be assisted by the good orders for systems and sub-contract work obtained in the first half.

ELECTRON HOUSE

Progress to £2.1m midway

Improved market share, increasing profit margins and contributions from acquisitions resulted in an 83 per cent rise in pre-tax profits at Electron House in the six months to November 30. The advance from £1.1m to £2.01m was achieved on sales up 66 per cent from £24.19m to £40.22m. They have declared an interim dividend of 2.5p (2p) on earnings per 10p share of 7.7p (5.32p).

F COPSON

Strong growth in all divisions

Strong performances in all divisions at F Copson, supplier of heating equipment and builders' materials, ensured an 83 per cent improvement in profits for the six months to the end of October.

The taxable figure of £568,000 (£509,000) was struck on turnover increased by 53 per cent to £17.4m (£11.36m). Earnings advanced 66 per cent to 6.25p (3.79p) per 5p share and the directors said that, as a result of these results, an interim dividend would be paid for the first time, of 1p.

BUCKNALL AUSTIN

Profits rise to £0.5m

In its first set of results since joining the USM last July Bucknall Austin, quantity surveyor, cost control consultant and project manager, reported a 47 per cent rise from \$351,000 to \$516,000 for the six months to October 31. Turnover was \$1

A VOTE FOR THE FUTURE

We believe that in an increasingly competitive market, financial strength is essential for our success.

Financial strength allows profitable expansion and reduced unit costs. It gives greater freedom of investment, with the potential for better returns.

The proposed merger with AMP will give London Life that strength.

In addition, it will provide for an immediate allocation of £15 million to the London Life Fund, and makes possible the declaration of a special bonus to all qualifying policyholders.

Of all the numerous options considered, your Board is convinced that the merger with AMP offers the best combination of financial security, further capital to fund profitable development and reduce costs, and better bonus prospects.

Please do not risk losing the benefits of the merger. If you need information or assistance, simply telephone the Merger Helpdesk on 0800 717111 (Free).

We need your support. We need your vote.

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FURTHER DETAILS ON THE PROPOSED MERGER ARE SET OUT IN CIRCULARS TO MEMBERS AND POLICYHOLDERS DATED 4TH JANUARY 1989. IF YOU ARE IN ANY DOUBT ABOUT THE ACTION YOU SHOULD TAKE, YOU SHOULD CONSULT YOUR PROFESSIONAL ADVISER.

GRANVILLE						
SPONSORED SECURITIES						
High	Low	Company	Price	Change	Div (%)	% P/E
300	125	Am. Brk. Int. Dr. Pr.	300.00	0	10.3	3.4
300	125	Am. Brk. Int. Dr. Pr.	300.00	0	10.0	3.3
42	25	Amstrad and Rhoder	31	0	-	-
57	30	BBB Design group (USM)	30	0	2.1	6.8
173	155	Bardon Group (SE)	155	-1	2.7	1.8
117	100	Bardon Group Dr. Prof. (SE)	107	0	6.7	4.7
148	103	Bray Technologies	115	-1	5.2	4.5
114	100	Brenthall Group, Prof.	108	-2	11.0	10.2
287	246	CCJ Group Dr. Pr.	256	0	12.3	4.3
170	124	CCJ Group 11% Conv. Pr.	168.00	-1	14.7	8.8
154	129	Carbo Pile (SE)	145	0	6.1	4.2
113	100	Carbo 7.5% Prof (SE)	109	0	10.3	9.4
158	147	George Bldg	158	-1	12.0	3.4
120	60	Isis Group	137.00	0	-	15.7
118	87	Jackson Group (SE)	115	0	3.3	2.9
287	265	Maplewood (SE)	285	0	-	-
119	40	Robert Jenkins	104	0	7.5	7.2
430	124	Structures	405	0	8.0	2.0
288	194	Taylor & Carlisle	273	-1	11.7	2.8
280	108	Taylor & Carlisle Conv. Pr.	103	-1	10.7	10.4
98	34	Trevan Holdings (USM)	93	-1	2.7	2.9
113	100	Uniforce Europe Conv. Pr.	106	0	8.0	7.5
354	350	Veardrey Group Dr. Pr.	354	0	22.0	4.2
358	203	W.S. Yeates	308	-1	16.2	4.5

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Mar. 1559/1568 +17 Mar. 1916/1926 +25 Mar. 2225/2237 +2

Prices taken at 5pm and change is from previous close at 9pm.

UK COMPANY NEWS

Apricot pruned by profits warning

By Alan Cane

APRICOT COMPUTERS, the Birmingham-based manufacturer of high-performance workstations which has been enjoying a steady return to financial health since posting losses in the mid-1980s, yesterday reported a setback. The company said it was unlikely in the current year to repeat its 1987-88 profits of £3.2m because of unexpectedly poor third quarter results. Apricot shares fell 12p to 77p on the announcement. Despite an order backlog which exceeds £2m in value, Mr Roger Foster, chief executive, said he believed the shortfall cannot now be recovered by the end of the group's financial year in March. While unwilling to put a figure on the amount by which profits would be reduced, he agreed it was unlikely to be more than £1m-£2m. Mr Christopher Loynes, the

company's finance director, resigned two years ago but accepted a £2m Simon Hunt, deputy chief executive, his deputy was unconnected with the financial results. Mr Loynes, a Londoner, had found it difficult to sell in the West Midlands, Mr Hunt said. Apricot's third quarter shortfalls reflect the impact of both technological problems and the slow-down in financial services markets. In the last quarter, Apricot completely missed its product lines introducing new ranges of advanced personal computers and workstations including a family line a new design - Micro Channel Architecture (MCA) - financed by Internas - Business Machines, the financial services division. Problems with supply of the complex MCA semiconductor chips, engineered and manu-



Roger Foster, slowdown likely to continue throughout 1989. Factured by Chips and Technologies of the US, delayed delivery of the new machines. Apricot, recalling its harsh experience of three years ago when a similar change in technology left it with a substantial

inventory of virtually unsealable machinery, had taken a cautious view of stocks of its earlier computer models and found itself short of product throughout the quarter. Mr Foster said it had been a temporary blip. Supply of the MCA chip was now secure and the backlog was being eroded. He was less sanguine about the slowdown in financial markets which affected the performance of Apricot's Financial Systems division which contributes about one third of group profits. Overheads had been reduced, Mr Foster said, but profits of the division were expected to remain below budget for the fourth quarter. He thought the slowdown, which was leading customers to delay placing orders for dealing and settlement systems, was likely to continue

ML in £4.3m Radiatron purchase

By Ray Bashford

ML HOLDINGS, the aerospace, defence and electrical engineering group, is paying £4.3m for Radiatron Holdings, a London-based electronic equipment distributor. The purchase is made up of £3.6m cash and the issue of 185,186 ML shares. ML has also agreed to purchase or redeem at par 525,000 of 11 per cent cumulative redeemable preference shares at £1 within a year of the purchase. The directors stated that the deal will expand ML's component distribution activities and help it achieve a significant position in the non-defence related electronic engineering distribution sector. Radiatron profits were £283,000 on £5.3m sales for the year to September 30.

Yearlings

Yearling bonds totalling £0.5m at 12 1/2 per cent, redeemable on January 24 1990, have been issued by the following local authority, Central Scotland Water Development Board £0.5m.

Cifer acquisition gives £9.6m valuation to Ferrari Computer

By Philip Coggan

A FERRARI has reversed into Cifer, the USM-quoted electronics company, Ferrari Computer Services is being acquired by Cifer for 80m shares, equivalent to 50 per cent of the group's expanded share capital. Mr Bob Woodland, chairman of Ferrari, which took its title from his wife's maiden name, will become chairman of the enlarged group. The deal values Ferrari at £9.6m, based on the last quoted price for Cifer shares of 12p. Cifer's shares were suspended on January 6. Ferrari has three core businesses - distribution, information management solutions, and warehousing services & logistics management. It made pre-tax profits of £1.02m in the year to March 31 1988.

Mr Woodland said he was planning a structure with a small holding board and several small separate operating companies. "It is vital to stay close to the customer," he said. Cifer, best known for making visual display units, joined the USM back in 1983 and soon plunged into losses after an over-ambitious expansion programme coincided with a fall in demand for the company's 8-bit micros. In 1984, the group underwent a rationalisation programme, with the backing of Lloyds Bank and Investors in Industry (SI). Cifer then struggled for the next few years to restructure the group but slumped into losses once more in the first half of 1988.

Then in August 1988, a consortium led by Mr Bill Weinstein, a management consultant, subscribed in a refinancing package which was also backed by British & Commonwealth Bank. As part of the deal, Lloyds Bank and SI converted their original loans into equity. Since then, Cifer has brought in new management and has acquired two companies - ATS, a communications equipment manufacturer and Scorpion Software, a software and systems house. The deal to acquire Ferrari will need to be approved at an extraordinary general meeting, probably in March. The company is likely to change its title, although it will keep the Cifer product name.

COMPANY NEWS IN BRIEF

BOWTHORPE HOLDINGS has added to its military power supply business in the US with the \$500,000 (£284,000) acquisition of a division of Superior Manufacturing and Instrument Corp of New York. The assets include a \$6m order book. CAMBIUM VENTURE CAPITAL's investors approved a change in status from an investment company to an industrial hold-

ing company and a name change to Flagstone Holdings. CITYVISION, video hire company, has acquired Rent-A-Tape for £396,650, payable in cash and £171,650 in Cityvision shares. Additional consideration for the Scottish group to a maximum of £250,000 will be due if net rental income from the eleven acquired stores amounts to £498,420 in the six

months beginning January 17. CSI, has appointed Panmure Gordon as financial adviser and stockbroker, in place of ANZ McCaughan Merchant Bank. LOPEX Communications has bought the outstanding 40 per cent interest in Forman Dove, Dublin-based public relations consultancy, for £254,000.

Brunning expands in £3.9m acquisition

By Philip Ravenscroft

BRUNNING GROUP, advertising and marketing company, yesterday announced that it is to buy Chetwynd Hadzons, consumer advertising agency, from Addison Consultancy Group. The £3.9m cash deal will take the merged agency into the industry's top 20 with billings of about £80m. Brunning will also acquire Chetwynd's subsidiaries, Creative Link, a finished art and design and communications agency, and a direct market agency. Brunning yesterday reported interim pre-tax profits of £3.9m for the six months to September 30 1988, in line with City expectations at £515,000, compared

with £357,000 for the same period in 1987. Turnover was £24.7m in 1988 and earnings per share were 9.5p (7.5p). The interim dividend is 1.75p (1.25p). The sale of Chetwynd Hadzons is in line with Addison's strategy of concentrating on fewer areas of business, such as design and market research. There is some speculation in the Michael Page recruitment services business last May. Chetwynd made a pre-tax profit of £1.1m in 1987 and has a net worth of some £900,000. It was a major contributor to Addison's profits in 1988, but lost a number of important accounts - notably Thomas

Cook and C & A - during the year. Addison has confirmed that, in line with its statement in September when it reported half-year pre-tax profits of £320,000, "it remains confident that the results for the second half will show a significant improvement."

The agreement is conditional on the approval of shareholders of both Addison and Brunning and extraordinary general meetings are to be called. Brunning's shares closed 5p to 152p, and Addison's gained 1/2p to 3 1/4p.

HPC directors accept £9.2m offer from Sidlaw

By Fiona Thompson

SIDLAW, the Dundee-based textiles and oil gases group, has made a recommended offer for HPC, the plastic packaging company, based at a one-for-one share deal which values HPC at £9.2m. HPC, which operates from three sites: Redford, Byfleet and Birmingham, makes polyethylene products such as bags, gloves and aprons for medical use. It also produces products to customer specifications for the health and pharmaceutical industries, prints high quality film for mail wrappers and bags for motor parts and wholesales a range of workwear and protective clothing. HPC joined the USM last May. In the year to March 31 1988 it made pre-tax profits of £211,000 at turnover of £9.4m. The directors have forecast a pre-tax profit of not less than £300,000 for this year. Sidlaw is the world's largest producer of top quality jute yarn for Axminster and Wilton carpet weavers in the UK and abroad, and it spins synthetic and woollen face yarn for tufted carpets. The oil services division provides specialised

part and engineering facilities from its Peterhead base. Mr Digby Morrow, chief executive of Sidlaw, said his company had targeted HPC because "it was in an attractive, growing sector and Sidlaw needed a point of growth. There is some limitation in our existing business." Mr Barry Prichard, chairman of HPC, said his company had been keen on the merger because it would provide funds for expansion and a valuable HPC acquired two companies just before joining the USM but both companies were without sales forces. Sidlaw has received irrevocable undertakings from all the directors of HPC to accept its offer irrespective of shares representing 73.4 per cent of the company's capital. The offer to HPC shareholders is based on one for Sidlaw ordinary share for each HPC share. There is an alternative of convertible redeemable preference for up to one third of their holding or a 10 per cent cash alternative of 27p per share. HPC shares closed 5p up to 152p last night. Sidlaw fell 5p to finish at 132p.

Textron offer for Avdel goes unconditional

By Nikki-Tan

Textron, the large US conglomerate, yesterday declared its £188m recommended offer for Avdel, the UK fasteners group, wholly unconditional. Textron said that by late Tuesday it either owned or had valid acceptances in respect of 63.3 per cent of Avdel. This follows its decision on Friday evening to buy out the 44.7 per cent stake held by Banner Industries, a former rival bidder for Avdel, at 100p a share. As a result of the purchase, Textron was obliged to revise its offer to all shareholders - raising its terms from 92p per share to the 100p level. The revised offer remains open for acceptance until further notice. The issue of Avdel shares will close on February 1.

A major function of a life assurance company is to plan ahead. That's why AMP is building on existing strength to safeguard all policyholders in the coming decade and beyond.



go on growing profitably; to provide new products and services; and apply our skills in new markets. And, above all, to give all our customers more security and competitive future results.

That's why we are planning a merger with London Life - a UK life company that shares our commitment to high standards and service. And that's why our involvement is good news for both present and future members of London Life.

Today. In the 1990s. And beyond.



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FURTHER DETAILS ON THE PROPOSED MERGER ARE SET OUT IN CIRCULARS TO MEMBERS AND POLICYHOLDERS DATED 4TH JANUARY 1989. IF YOU ARE IN ANY DOUBT ABOUT THE ACTION YOU SHOULD TAKE, YOU SHOULD CONSULT YOUR PROFESSIONAL ADVISER

Financial advertisement for Northern Rock Floating Rate Notes Due 1995. Interest Rate: 13.25% per annum. Interest Period: 18 January 1989 to 18 April 1989. Interest Amount: £5,000 Note at 18.04.89: £163.6. Interest Amount per £50,000 Note at 18.04.89: £1,635.6. Agent: Baring Brothers & Co. Limited.

Financial advertisement for Investors in Industry Group Plc. £75,000,000 Floating Rate Notes 1994. In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 13 1/4 per cent. Interest Amount per £50,000 Note at 18.04.89: £1,635.6. S.G. Warburg & Co. Ltd. (Agent Bank)

COMMODITIES AND AGRICULTURE

Chicago grains steadier after hectic price plunge

By Deborah Hargreaves in Chicago

CHICAGO'S maize and soyabean futures markets paused for breath yesterday following the plunge in prices at the beginning of the week when speculators had rushed to quit the market in some of the heaviest trading since last summer's drought.

Mid-morning trading yesterday saw some consolidation in the maize market after the huge price drop that had taken futures to the lowest levels since November. But traders saw little chance of a recovery in price despite rumours that the Soviet Union was negotiating the purchase of 500,000 tonnes of US maize.

Maize futures prices plummeted early in the week in what one trader described as an "absolutely crazy" market. Prices fell by permissible daily limits in the first hour of trading on Monday, after Friday's US Department of Agriculture report revised figures for US maize output last year.

Soviet deal angers Peruvian fishermen

By Veronica Baruffi in Lima

A MAJOR row has blown up in Peru, following the signing of a three-year fishing agreement involving the Ministry of Fisheries, Puntón, a hitherto unknown private fishing enterprise, and the Government of the Soviet Union.

The agreement, signed on December 8, authorises 20 Soviet factory trawlers to operate within Peruvian waters from January 1, 1989. Under the contract, the Soviets are allowed to catch up to 400,000 tonnes of fish a year, of which 17.5 per cent must be allocated to PERSE, the state fish company.

Peruvian fishing companies are up in arms about the deal. In particular, they have condemned the attitude of Mr Romulo Leon Alegria, the Minister of Fisheries, who said that "the Peruvian fishing industry allows our fish to die of old age in Peruvian waters."

Mr Leon complained that private fishing companies would not operate in coastal waters and that, rather than let the fish go to waste, he signed the contract with the Soviets. The state fishing fleet is practically paralysed because of lack of finance to repair the few trawlers they own.

Mr Alfredo Hohagen, the president of the National Fishing Society, has demanded a public inquiry. "The existence of the Peruvian fishing industry is now at stake," he said. "Clarification should be made as to who is behind it all. I am not anti-Soviet, but I am anti-depredatory. The signing of this agreement would mean that in three years Peruvian waters would lose their bio-diversity."

Ivorian deal adds to cocoa gloom

David Blackwell on the dismal outlook for talks starting today

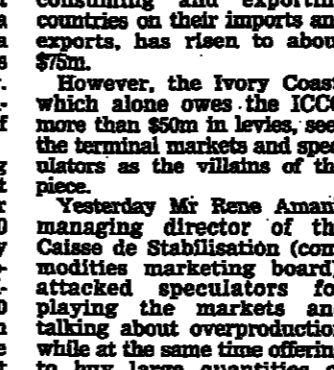
THE CONTROVERSIAL deal between the Ivory Coast and Sucres et Devises is not on the agenda for the International Cocoa Organisation (ICCO) talks which start in London today. But it seems certain to dominate this half-yearly session of the ICCO Council.

Sweden, the French trading house, confirmed a fortnight ago after months of rumour that it was buying 400,000 tonnes of cocoa from the Ivory Coast, the world's biggest producer. It was for sale to end-users, with the other 200,000 tonnes going into storage in Europe for two years.

Many consumers see the deal as final proof that the Ivory Coast has abandoned the international cocoa agreement, which is already in dire straits. Its annual meeting last September ended in failure, with two key issues unresolved.

Since then prices have fallen further - the ICCO defence range remains for the 1,485 and 2,155 Special Drawing Rights a tonne, while the ICCO average indicator yesterday stood at 1071.01 SDRs. The level of arrears in the levies, which should be paid by both consuming and exporting countries on their imports and exports, has risen to about \$7m.

World Cocoa Stocks



tonnes in the official buffer stock, would be looking to set up a withholding scheme of a further 120,000 tons if the agreement were being smoothly.

Some producers also see the Ivory Coast's action as a lack of commitment to the agreement. But a Renter report earlier this week quotes Ivorian sources saying the country was trying to support prices by taking cocoa off the market.

With such divergence of opinion, it is not surprising that no-one in the cocoa world believes that anything constructive will come out of the ICCO talks, which end on Friday week. "The Ivory Coast deal with Sucres will affect the whole climate of the talks," said one leading consumer dealer yesterday. "It is seen as a fairly robust indication that the Ivory Coast sees the solution to cocoa's problems outside the agreement."

Indonesia urged to join coffee group

AFRICAN COFFEE producers have asked Indonesia to join a planned coffee producer group to counter what they see as discrimination within the International Coffee Organisation against producers of the coconut, banana, and cocoa.

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EC faces grain sales squeeze

THE EUROPEAN Community may soon find itself in a budget pinch on grain export sales despite a fall in the cost of EC export subsidies because of higher world prices following last year's US drought, traders and government officials believe, reports Reuters.

The EC Commission has not said how much it budgeted for grain export subsidies in the 1988-89 (July-June) campaign, but it told the weekly EC Cereals Management Committee last month that its volume targets were 12m tonnes of soft wheat, 3.5m tonnes of flour, 1m to 1.5m tonnes of food aid, 2m tonnes of durum wheat, 5.5m tonnes of barley and 2.5m tonnes of malt in barley equivalent, said an official who was at the meeting.

Export licenses had already been granted covering 80 per cent of the target for soft wheat, 85 per cent for barley and 85 per cent for durum, the commission said last month. Since then the rate of granting has slowed. Traders say the commission

may soon have to decide whether to shift money from wheat to other grains. It is possible that export subsidies were cut in a revised budget after it became clear higher world grain prices would mean savings.

European grain traders say the French government in particular is keen to push ahead with an aggressive export campaign. Ironically, a cash squeeze is possible because the amount of export subsidies was cut in a revised budget after it became clear higher world grain prices would mean savings.

Mr Daniel Tournay, president of Onic, the French National Cereals Office, said in October that the EC share of world wheat and flour trade would reach 22 per cent in 1988-89, up from 14 per cent in 1987-88. That was higher than the 20 per cent EC share projected by the International Wheat Council, he noted.

In December the IWC forecast that the EC would export a record 20m tonnes of wheat and flour, including durum and food aid. That is some 15m tonnes higher than the EC budget target.

European traders believe the commission will take advantage of high world prices and export more.

"I think they will try to reach 21m tonnes," said one Geneva-based analyst. At the cereals management committee meeting last week the commission said it expected China to return to the market for EC wheat after buying 1.3m tonnes in December. But it gave no hint whether it would be willing to offer an added subsidy.

"At this stage of the year the Commission gets a bit cautious," said a European government official. The Commission has shown before that it is willing to clamp down on exports to meet budget constraints. In July last year it limited cereals export authorisations to 1.6m tonnes for the July-September period because of scarce funds.

Adding to the confusion are conflicting decisions taken by judges in Lima and Paiza, the large fishing port where Soviet trawlers are already anchored. The Paiza judge suspended the agreement, whereas the Lima judge has given the go-ahead for the Soviets to start fishing.

Salesmen face racketeering charges

SIXTEEN FORMER employees of a defunct Boston-based commodities trading house have been indicted on charges that they used high-pressure techniques to tempt unwary investors into the highly volatile commodities markets, reports Reuters from Chicago.

The indictments charged that former employees of First Commodity Corporation of Boston talked 2,600 customers into investing \$40.6m, of which \$22.7m was allegedly lost in bad trades and excessive fees. Mr Anton Valukis, the prosecutor, said the salesman misled "unsophisticated investors" into buying commodities contracts, promising big profits - sometimes as much as 1,000 per cent - by claiming "all my customers are making money."

"Everyone was in fact losing money," Valukis told a news conference. He estimated that up to 40,000 customers might have invested \$600m at First Commodity between 1980 and 1987, the period covered by the investigation, although he did not know how much was lost.

In addition to the 16 indicted, two other former employees have pleaded guilty and are co-operating with authorities in a continuing investigation at former First Commodity offices in Boston, Miami, San Francisco, Los Angeles and New York.

The defendants, charged with up to 187 counts of racketeering, mail and wire fraud, face up to 20 years in prison on each racketeering charge and five years for mail and wire fraud. They also face heavy fines.

First Commodity grew in the 1970s into one of the leading US commodity futures trading houses. But in 1987 the firm, facing a mountain of investor lawsuits and investigations, was sold to another company, which eventually closed. The indictments seek forfeiture of \$6.7m dollars in profits from the alleged scheme.

WORLD COMMODITIES PRICES

LONDON MARKETS

Table of London Market prices for Copper and Zinc. Columns include Close, Previous, High/Low, and various market indicators.

SPOT MARKETS

Table of Spot Market prices for Crude oil, Gas, and other commodities. Columns include price, change, and unit.

COFFEE

Table of Coffee prices for various grades and origins. Columns include Close, Previous, High/Low, and market indicators.

COPPER

Table of Copper prices for different grades and origins. Columns include Close, Previous, High/Low, and market indicators.

LONDON METAL EXCHANGE

Table of London Metal Exchange prices for Aluminum, Cash, and other metals. Columns include Close, Previous, High/Low, and market indicators.

POTASSIUM

Table of Potassium prices for various grades. Columns include Close, Previous, High/Low, and market indicators.

LONDON BULLION MARKET

Table of London Bullion Market prices for Gold and Silver. Columns include Close, Previous, High/Low, and market indicators.

SOYABEAN

Table of Soyabean prices for various grades and origins. Columns include Close, Previous, High/Low, and market indicators.

US MARKETS

Table of US Market prices for Crude Oil, Heating Oil, and other commodities. Columns include Close, Previous, High/Low, and market indicators.

NEW YORK

Table of New York Market prices for Gold, Silver, and other commodities. Columns include Close, Previous, High/Low, and market indicators.

CHICAGO

Table of Chicago Market prices for Soyabean, Corn, and other commodities. Columns include Close, Previous, High/Low, and market indicators.

WHEAT

Table of Wheat prices for various grades and origins. Columns include Close, Previous, High/Low, and market indicators.

WORLD BULLION MARKET

Table of World Bullion Market prices for Gold and Silver. Columns include Close, Previous, High/Low, and market indicators.

WORLD OIL

Table of World Oil prices for various grades and origins. Columns include Close, Previous, High/Low, and market indicators.

WORLD METALS

Table of World Metals prices for Aluminum, Copper, and other metals. Columns include Close, Previous, High/Low, and market indicators.

WORLD GRAINS

Table of World Grains prices for Wheat, Corn, and other grains. Columns include Close, Previous, High/Low, and market indicators.

Handwritten notes and signatures at the bottom of the page, including a signature that appears to be 'محمد احمد التمش'.

LONDON STOCK EXCHANGE

Equities close at post-Crash peak

THE LONDON stock market surged through its previous post-crash closing peak yesterday, brushing off a mid-session pause which followed news of an increased monthly deficit on US trade...

Table with columns for various stock indices and their values, including FTSE 100, FTSE 250, and various sector indices.

Equity turnover was high, with 584m shares traded against 438.2m on Tuesday. It was the heavy-weight blue chips that made the running...

across the trading screens. With US bonds and the dollar uncertain for a while, UK equities cooled off. However, the market swung higher again with a vengeance towards the official close...

lets leave London behind. This has aggravated the squeeze on market makers, who had squared their trading books at New Year...

FINANCIAL TIMES STOCK INDICES

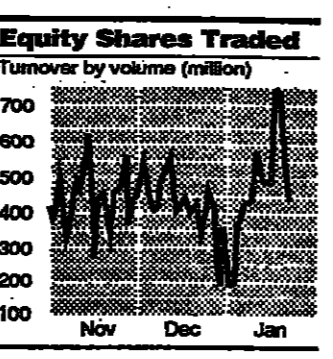
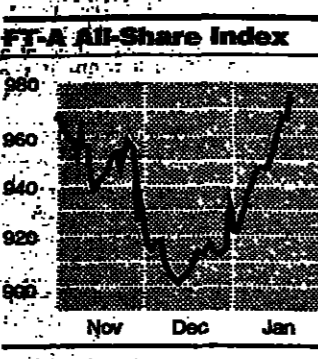
Table showing stock indices for various countries and sectors, including Government Secs, Fixed Interest, Ordinary, and Gold Mines.

TRADING VOLUME IN MAJOR STOCKS

Table listing trading volume for various major stocks, including shares, value, and price changes.

Glaxo back on course

Bears of Glaxo ran for cover as Dr Arbab Banerji, pharmaceutical analyst at Nomura Securities, dismissed stories about a Swedish rival to Zanaco...



continued Mr Murphy. MB shares, a good market for several days, went to 259p on Tuesday, up 10p on a balance of 280p...

recommendation gave a boost to the two classes of BP stock with the old finally up 2 to 259p...

group, BZW is going for pre-tax profits of £370m for 1988, up from £258m, and for 2450m for 1989, up from 2420m.

George Wimpey, one of the longest-running targets in the sector, moved up 7 to 269p, above the previous resistance level of 255p...

larUS house said to have been a keen supporter of the shares. Gateway were again busy traded after Tuesday's talk of an imminent bid...

Brewers were firm with the wider market, while among Hotel stocks Grand Met rose 13 to 465p after a bullish presentation...

GEC mark time

There were stories circulating in the electronics market that news of a possible involvement by AT & T in a Metasun consortium could well be imminent...

Sparkling Lookers

Lookers, the northern motor dealer, produced sparkling annual figures yesterday only hours after Tuesday's surprise disclosure that rival car trader, T Cowie, owned a 7.25 per cent stake...

NEW HIGHS AND LOWS FOR 1988/89

Table listing new highs and lows for various stocks in 1988/89, including companies like BHP, BP, and GEC.

APPOINTMENTS

Arthur White has been appointed deputy managing director of Evertact. Mr Julian Head has joined FABER-CASTELL as managing director...

MB-recognition

Specification of an Australian offer continued to swirl round MB group which also found itself named as one of several candidates for a consortium bid for the UK's largest electronics group...

Software group Logica

Software group Logica was among the market's outstanding performers, with the shares chased up to 282p, up 24 on the day...

APPOINTMENTS

W.H. SMITH GROUP has appointed Mr David Cliphams as divisional director, specialist chains, to develop its three specialist retail businesses...

Bae restructures

Major changes in the management and overall structure of the commercial aircraft manufacturing side of BRITISH AEROSPACE become effective February 1, designed to streamline the company and make it a more profitable contender in the increasingly competitive world marketplace...

APPOINTMENTS

Mr John Waites has become group finance director of MOYNEUX HOLDINGS. He was a senior manager in the corporate finance group of Arthur Andersen & Co.

APPOINTMENTS

Mr Bernard Walsh has been made chief executive of the WASSALL GROUP office furniture division and manager of Hille Ergonomix.

APPOINTMENTS

Mr Sebastian Chamberlain has been made a director and Mr David Merrifield an assistant director of GREENWELL MONTAGU STOCKBROKERS, the private client stockbroking subsidiary of Midland Group.

BUSINESS LAW

Attack on excessive damages

By Leo Herzel and Daniel Harris

Mr Lloyd Crenshaw injured his leg while working on his car. Within two weeks it had to be amputated. His insurer, the Bankers Life and Casualty Company, refused to pay a £20,000 benefit for his medical and other expenses...

SUN LIFE GROUP

Mr Sun Life Group has appointed Ms Fumie A. Blackwell, Ms Pamela Chan and Mr T. J. Falmer as fund managers and associate directors of Sun Life Investment Management Services.

ISA INTERNATIONAL

ISA INTERNATIONAL has set up a new operating board. Mr Phillip Wood, formerly group marketing services manager, has joined the board.

Mr Travis White

Mr Travis White has been appointed to the new position of vice president of operations for LSI LOGIC EUROPE. He was formerly in charge of the LSI manufacturing facility in Fremont, California.

Mr Bernard Walsh

Mr Bernard Walsh has been made chief executive of the WASSALL GROUP office furniture division and manager of Hille Ergonomix.

The authors are partners in Mayer, Brown & Platt

The firm is representing Browning-Ferris in the US Supreme Court case but did not participate in the lower court litigation. A Solution to All Problems, Financial Times (London edition), March 17 1988, p.32. A More Just and Contentious Society, FT (London edition), November 3 1988, p.15. California Car Insurance Groups in a Spin, FT (London edition), November 29 1988. Arbitration as Protection Against Punitive Damages, FT, July 30 1987, p.8.

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FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information, including columns for company name, unit price, and other financial details. The table is organized into several vertical sections.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

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Handwritten note: "هذا عنوانك" (This is your name)

Main table of unit trusts, organized into sections: OTHER OFFSHORE FUNDS, BRITISH FUNDS, BRITISH FUNDS - Cont'd, FOREIGN BONDS & RAILS, AMERICANS, INT. BANK AND O'SEAS GOVT STERLING ISSUES, CORPORATION LOANS, COMMONWEALTH & AFRICAN LOANS, LOANS, Public Board and Ind., Financial.

Continuation of unit trust data, including sections for Public Board and Ind., Financial, and various international funds.

Continuation of unit trust data, including sections for Public Board and Ind., Financial, and various international funds.

Money Market Trust Funds, Money Market Bank Accounts, and Unit Trust Notes.

UNIT TRUST NOTES: Please refer to the Unit Trust Code Booklet for full details of each unit trust. Prices are given in pence per unit.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-625-2122

AMERICANS - Contd. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like 3M, Amgen, and Boeing.

CANADIANS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Alcan, Bell Canada, and Canadian National.

BANKS, HP & LEASING. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Abbey National, Bank of Scotland, and British Airways.

BEERS, WINES & SPIRITS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Carlsberg, Heineken, and J & B.

BUILDING, TIMBER, ROADS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease.

BUILDING, TIMBER, ROADS - Contd. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease.

CHEMICALS, PLASTICS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like ICI, Shell Chemicals, and Shell Chemicals.

DRAPERY AND STORES. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Debenhams, Debenhams, and Debenhams.

BUILDING, TIMBER, ROADS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease.

ELECTRICALS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like British Telecom, British Telecom, and British Telecom.

CHEMICALS, PLASTICS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like ICI, Shell Chemicals, and Shell Chemicals.

DRAPERY AND STORES. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Debenhams, Debenhams, and Debenhams.

ENGINEERING. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BAE Systems, BAE Systems, and BAE Systems.

ENGINEERING - Contd. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BAE Systems, BAE Systems, and BAE Systems.

FOOD, GROCERIES, ETC. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Asda, Asda, and Asda.

HOTELS AND CATERERS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Whitbread, Whitbread, and Whitbread.

INDUSTRIALS (Misc.) Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BHP, BHP, and BHP.

INDUSTRIALS (Misc.) - Contd. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BHP, BHP, and BHP.

FOOD, GROCERIES, ETC. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Asda, Asda, and Asda.

HOTELS AND CATERERS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Whitbread, Whitbread, and Whitbread.

INDUSTRIALS (Misc.) Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BHP, BHP, and BHP.

INDUSTRIALS (Misc.) - Contd. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BHP, BHP, and BHP.

FOOD, GROCERIES, ETC. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Asda, Asda, and Asda.

HOTELS AND CATERERS. Table with columns: Stock, Price, Div, Yld, PE. Includes companies like Whitbread, Whitbread, and Whitbread.

INDUSTRIALS (Misc.) Table with columns: Stock, Price, Div, Yld, PE. Includes companies like BHP, BHP, and BHP.

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LONDON SHARE SERVICE

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Handwritten note: شكرا على التفضل

LEISURE - Contd

Table of share prices for Leisure companies including Leisure Group, Leisure World, and Leisure Services.

PROPERTY

Table of share prices for Property companies including Property Group, Property Services, and Property Development.

TEXTILES - Contd

Table of share prices for Textiles companies including Textiles Group, Textiles Services, and Textiles Manufacturing.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land companies including Finance Group, Finance Services, and Land Development.

OIL AND GAS - Contd

Table of share prices for Oil and Gas companies including Oil Group, Oil Services, and Gas Production.

MINES - Contd

Table of share prices for Mines companies including Mines Group, Mines Services, and Mines Production.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades companies including Motors Group, Aircraft Services, and Aircraft Manufacturing.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies including Commercial Vehicles Group, Commercial Services, and Commercial Manufacturing.

Companys

Table of share prices for various other companies including Companys Group, Companys Services, and Companys Manufacturing.

Garages and Distributors

Table of share prices for Garages and Distributors companies including Garages Group, Distributors Services, and Distributors Manufacturing.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers companies including Newspapers Group, Publishers Services, and Publishers Manufacturing.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising companies including Paper Group, Printing Services, and Advertising Manufacturing.

SHIPPING

Table of share prices for Shipping companies including Shipping Group, Shipping Services, and Shipping Manufacturing.

SHOES AND LEATHER

Table of share prices for Shoes and Leather companies including Shoes Group, Leather Services, and Leather Manufacturing.

SOUTH AFRICANS

Table of share prices for South African companies including South Africans Group, South Africans Services, and South Africans Manufacturing.

TEXTILES

Table of share prices for Textiles companies including Textiles Group, Textiles Services, and Textiles Manufacturing.

TOBACCO

Table of share prices for Tobacco companies including Tobacco Group, Tobacco Services, and Tobacco Manufacturing.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land companies including Finance Group, Finance Services, and Land Development.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including Overseas Traders Group, Overseas Traders Services, and Overseas Traders Manufacturing.

PLANTATIONS

Table of share prices for Plantations companies including Plantations Group, Plantations Services, and Plantations Manufacturing.

FINANCE, LAND, etc

Table of share prices for Finance, Land, and other companies including Finance Group, Finance Services, and Land Development.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including Overseas Traders Group, Overseas Traders Services, and Overseas Traders Manufacturing.

PLANTATIONS

Table of share prices for Plantations companies including Plantations Group, Plantations Services, and Plantations Manufacturing.

MINES

Table of share prices for Mines companies including Mines Group, Mines Services, and Mines Production.

Central Rand

Table of share prices for Central Rand companies including Central Rand Group, Central Rand Services, and Central Rand Manufacturing.

Eastern Rand

Table of share prices for Eastern Rand companies including Eastern Rand Group, Eastern Rand Services, and Eastern Rand Manufacturing.

Far West Rand

Table of share prices for Far West Rand companies including Far West Rand Group, Far West Rand Services, and Far West Rand Manufacturing.

O.F.S.

Table of share prices for O.F.S. companies including O.F.S. Group, O.F.S. Services, and O.F.S. Manufacturing.

Diamond and Platinum

Table of share prices for Diamond and Platinum companies including Diamond and Platinum Group, Diamond and Platinum Services, and Diamond and Platinum Manufacturing.

Central African

Table of share prices for Central African companies including Central African Group, Central African Services, and Central African Manufacturing.

Finance

Table of share prices for Finance companies including Finance Group, Finance Services, and Finance Manufacturing.

Australians

Table of share prices for Australian companies including Australians Group, Australians Services, and Australians Manufacturing.

Miscellaneous

Table of share prices for Miscellaneous companies including Miscellaneous Group, Miscellaneous Services, and Miscellaneous Manufacturing.

THIRD MARKET

Table of share prices for Third Market companies including Third Market Group, Third Market Services, and Third Market Manufacturing.

NOTES

Stock Exchange dealing classifications are indicated to the right of security names. An Alpha, Beta, or Gamma classification indicates the degree of risk involved in the investment. A Delta classification indicates that the company is in general considered to be a high-risk investment. A Delta classification also indicates that the company is in general considered to be a high-risk investment. A Delta classification also indicates that the company is in general considered to be a high-risk investment.

REGIONAL & IRISH STOCKS

Table of share prices for Regional and Irish Stocks including Regional Group, Irish Services, and Irish Manufacturing.

IRISH

Table of share prices for Irish companies including Irish Group, Irish Services, and Irish Manufacturing.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options companies including Traditional Options Group, Traditional Options Services, and Traditional Options Manufacturing.

Property

Table of share prices for Property companies including Property Group, Property Services, and Property Manufacturing.

Oil

Table of share prices for Oil companies including Oil Group, Oil Services, and Oil Manufacturing.

Mines

Table of share prices for Mines companies including Mines Group, Mines Services, and Mines Production.

Gold

Table of share prices for Gold companies including Gold Group, Gold Services, and Gold Manufacturing.

This service is available in every Company dealt in on Stock Exchange (except those for which a fee of £200 per annum for each security).

WORLD STOCK MARKETS

Handwritten text at the top center of the page.

Main table of stock market data for various countries including Australia, Canada, France, Germany, Italy, Japan, and the UK. Columns include stock names, prices, and changes.

Table titled 'CANADA' showing stock market data for various Canadian companies and indices.

Table titled 'INDICES' showing performance of major stock indices like the Dow Jones, Nikkei, and others.

Table titled 'NEW YORK ACTIVE STOCKS' listing individual stocks and their market activity.

Table titled 'TOKYO - Most Active Stocks' listing active stocks in the Japanese market.

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks and their prices. Includes a 'Continued from previous page' note at the top left.

Notes: Figures are rounded. Yearly high and low reflect the previous day's closing price... Dividend also stated. Annual rate of dividend plus stock dividend...

OVER-THE-COUNTER

Mexico national market, 3pm prices January 18

Table of Over-the-Counter prices listing various stocks and their prices. Includes a 'MEXICO' section for national market prices.

AMEX COMPOSITE PRICES

3pm prices January 18

Table of AMEX Composite Prices listing various stocks and their prices.

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AMERICA

Dollar surge helps Dow recover from shaky start

Wall Street

AFTER a shaky start because of worse-than-expected November US trade figures and an initially negative reaction to the latest results from International Business Machines, equities recovered as the dollar surged on foreign exchanges, writes Janet Bush in New York.

The Dow Jones Industrial Average stood 15.54 higher at 2,330.18 on active volume of 112m shares. The index started out with a modest decline on news of a widening in the trade deficit to \$12.51bn in November from a revised shortfall of \$10.26bn in October.

The index was also depressed by a sharp fall in early trading in IBM's shares which stood 4% lower at one stage. IBM announced net earnings of \$3.97 a share in its fourth quarter compared with \$3.47 a year earlier. These did not impress, although analysts later seemed to revise their negative opinion of the company and IBM's stock stood 3% higher at mid-session at \$124.

The leading positive influence was an extremely strong performance by the dollar which rose in spite of the trade deficit in November, which was around 50% more than most analysts had expected, and at least two waves of concerted intervention by several central banks including the Bundesbank and the US Federal Reserve.

At mid-session in New York, the dollar was quoted at a day's high of 123.75 and just below its highs against the West German D-Mark.

The impact of other key US economic figures released yesterday appeared to get lost as focus was trained on the dollar. US industrial production rose 0.3 per cent in December, in line with expectations, and capacity utilisation rose 0.1 per cent last month to 84.2 per cent.

The dollar's rise yesterday provided clear evidence of how bullish sentiment has become in its favour. This positive view appears to hinge on an expectation that the dollar will be supported in the foreseeable future by high US interest rates.

Foreign exchange dealers argued yesterday that the trade figures provided yet more evidence of the strength of US domestic demand and reinforced the view that the Fed will have to tighten monetary policy further in order to support the ability of consumers to buy imported goods.

There is a growing view on Wall Street that the accent of the Administration's policy towards cutting the trade deficit will be on dampening the ability of the consumer to spend rather than on any further devaluation of the dollar.

Among other technology companies announcing results yesterday was Wang Laboratories which fell 3% to \$89 after the company posted net earnings in the second quarter of only 1 cent a share compared with 21 cents a share a year ago.

Tandy added 2% to \$98. It earned a net \$1.50 a share in its second quarter compared with \$1.46 a year earlier. Tandem Computers surged 1% to \$18 after it announced net first quarter income of 32 cents a share from 24 cents a year ago.

Pilgrim's Pride was one of the session's largest movers, gaining 1% to \$7 1/2 in heavy trading apparently on speculation that the company may be a takeover candidate. The company declined comment on the rise in its shares.

CB & T Bancshares fell 3/4 to \$12 on the over-the-counter market, partly because of forecasts that profits at Total Systems Services, in which it has a 52 per cent stake, will weaken.

Canada

INDUSTRIAL stocks helped prop up a market facing pressure from lower gold and energy issues, and at midday the Toronto stock exchange composite index was 3.20 higher at 3,507.80.

Among industrials, Alcan gained 3/4 to \$24. Laidlaw was up 3/4 to \$31 1/2 and Power Corp added 3/4 to \$21 1/2. Molson was suspended amid rumours it plans to bid for fellow brewer Carling O'Keefe.

Benelux steels polish rusty image

William Dawkins examines the dazzling comeback of three groups

STRONG contenders for the prize for Europe's most sparkling investment comeback of recent months must be the three main quoted steel producers of the Benelux countries.

Luxembourg-based Arbed, Cockerill Sambre of Belgium and Hoogovens of the Netherlands have been busy polishing up the rusty image of their shares in recent months.

Their share prices have all sharply outperformed their markets since early last year. They are still valued at price earnings ratios below their market averages - with the exception of Cockerill - but then it is unusual for them to have any earnings at all. It is no surprise that analysts warn that these are unpredictable and erratic stocks; for the cognoscenti only.

In common with many other integrated European steel producers these companies are turning in their first profitable years, thanks to a surprise upturn in demand from their main customers in the engineering, automotive and construction industries. In that sense, they are bellwethers for general industrial activity in the Benelux region. And like their European competitors, they are benefiting from the fact that traditionally cheap and aggressive Brazilian and South Korean steelmaking competitors are working at full stretch to supply their increasingly active domestic markets.

The greatest interest has centred on Arbed, a specialist in long products such as beams and wire for the construction and tyre industries, and a 25 per cent owned satellite of Société Générale de Belgique.

The share price has rocketed from just over BFr1,000 (\$25.55) at the turn of 1988 to BFr4,260 today. One Belgian stockbroker estimates that the price earnings ratio on probable 1988 earnings is a mere three, well below the valuation accorded to more publicised companies such as British Steel and Hoogovens.

Part of the reason for Arbed's return to favour is its impressive profits recovery to LFr635m (\$16.23m) net in the first half of 1988, from the

plummeting LFr2.23m loss for the whole of the previous year. Analysts estimate net profits for the 12 months to December will be LFr10bn, based on the company's own indications of a LFr20bn cash flow for the year.

Some of this enormous improvement will come from changes in the way the company presents its accounts to include a share of subsidiaries' earnings, including 30 per cent owned Sidmar, the Belgian sheet steel producer, fully owned Treillard, Europe's second largest wire producer, and Belgem-Minera, the Brazilian wire group.

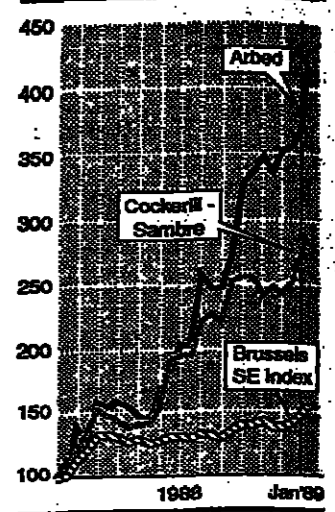
The accounts are expected to show a consolidated asset value of BFr13,500 per share, as against the BFr4,260 in 1987 on the old non-consolidated basis. This is the first time Arbed has given a valuation of itself and all its world interests - and the news is good. Arbed also plans to start paying dividends for the first time since 1974. "If you have an exposure to European steel, you must have Arbed," says Mr Patrick Vermeulen of Brussels stockbrokers Dewaey.

Cockerill's return from the grave has been just as startling, with a share price up from BFr125 a year ago to BFr344 yesterday. However, the pie at this level is a steep 19.7, assuming the company meets its forecast of net profits of at least BFr1bn for 1988. This will be the first time Cockerill has been in the black for 14 years, and a strong turnaround from a 1987 net loss of BFr1.5bn. As an investment, its main problem is the very tight market for the shares. Only 1.5 per cent of the equity of this 69 per cent state-owned company is on the market, a legacy of the number of times the Belgian Government has had to refinance Cockerill. So the price can move erratically.

A more fundamental risk is the group's specialisation in flat steel products, where European overcapacity is heaviest. Hoogovens has only a slightly more solid base under a share price which has been tripled over the past year to Fl 73.40. At that price, the historic p/e is 5.7, still well below the market average of nearly 10, estimates the Amsterdam

office of Banque Paribas Nederland. Hoogovens has produced a remarkable turnaround, from a Fl 78m (\$4m) loss in 1987 to an expected net profit of Fl 250m last year.

About half Hoogovens' turnover is now in aluminium, which analysts see as a long-term growth industry, while its company's core steel business is still in a long-term decline. In spite of a staff cuts programme, Hoogovens' labour costs per tonne are still among the highest in Europe.



ASIA PACIFIC

Nikkei climbs on possible redenomination of the yen

Tokyo

INVESTORS were excited yesterday about the possibility of a redenomination of the yen and interest in issues that could benefit from such a move helped lift the Nikkei average to another record high, writes Michiko Nakamura in Tokyo.

Trading started on a firm note with share prices climbing to a record high by the morning close. The Nikkei average finished the day up 127.03 at a record 31,354.55, having moved between 31,265.15 and 31,257.54.

Turnover improved to 1.23bn shares from the 933.1m traded on Tuesday. The Topix index of all listed shares added 2.97 to 2,451.90 and later in London, the ISE/Nikkei 50 index added 3.29 to 2,000.31.

The brief lull in trading on Tuesday - which followed a three-day holiday weekend - appeared to have given the market new life. "Buying interest is very strong," said Mr Mitsuru Maekawa, of Jardine Fleming. That share prices could rise as much as they did just before the expected announcement of US trade figures was evidence of its fundamental strength, he added.

The two other areas of concern for the market - the recent weakness of the yen and higher oil prices - also failed to dampen activity.

Speculation that the Government could redenominate the yen was triggered by comments made on Tuesday by Mr Shintaro Abe, Secretary-General of the ruling Liberal Democratic Party (LDP), that the question of redenomination was being examined by Prime Minister

Noburu Takeshita. This added some excitement and gave the market a measure of focus.

Nevertheless, demand for paper and printing stocks was not as strong as might have been expected. Such issues were bought strongly while the former Emperor was ill, and had already risen to relatively high levels. Jujo Paper increased Y50 to Y1,210.

Pharmaceuticals largely fell yesterday, overtaken as flavour of the day by construction companies, which offer good earnings and have not featured for a while.

Five of the top 10 most active stocks were construction companies. Hazama-Gumi, second in volume terms at 32.7m shares, rose Y80 to Y1,030. Nishimatsu Construction firmed Y36 in active trade to Y929 on the strength of plans to participate in a marina project in the US. Investors are also said to be interested in medium-sized issues enjoying quick gains.

News that Nippon Oil has acquired excavation rights in the Gulf of Mexico triggered interest in oil companies, such as Arabian Oil, that already have considerable excavating experience. Nippon Oil rose Y30 to Y1,560 and Arabian Oil increased Y190 to Y6,990.

Mitsubishi Heavy Industries recovered its position as the most active issue at 79.9m shares, closing up Y30 at Y1,180.

Construction and property issues supported trading in Osaka where the OSE average was higher for the 13 consecutive session, finishing up 103.92 at 29,443.97.

Roundup

THE RECORD run persisted in Hong Kong, but there was consolidation elsewhere.

HONG KONG was fuelled by further domestic and overseas buying, especially in properties, and the Hang Seng index broke through 2,900 to close 16.40 better at a post-crash high of 2,918.05. The index has risen 225 points, or 8 per cent, this year.

Trading was active, worth HK\$1.59bn after Tuesday's HK\$1.28bn.

The extended gains took some brokers by surprise, since the powerful rise in the first two weeks of the year had led to expectations of a longer consolidation period.

AUSTRALIA saw some buying of blue chips after a nervous start and then came off its highs following the publication of a better-than-expected December current account deficit of A\$941m. Investors remained in cautious mood about the US trade figures, due later in the day.

The All Ordinaries index ended just 0.5 higher at 1,602.4. New Zealand stock Fletcher Challenge gained 17 cents to A\$3.65. No reason was given for the 4.9 per cent rise, although some have argued the stock is undervalued. Pilkington New Zealand said it had acquired Fletcher's Winstone Glass and Winstone Architectural Cladding Systems for an undisclosed amount.

Paper merchant Edwards Dunlop gained 10 cents to A\$3.05 after Amcor, the forest products group, raised its bid and beat off a challenge from Industrial Equity. Amcor added 3 cents to A\$4.58.

EUROPE

US trade statistics keep investors on edge

THE WAIT for the US trade figures kept investors on edge in Europe yesterday, and their arrival failed to provide bounces with clear direction, writes Our Markets Staff.

FRANKFURT had a confusing time attempting to decide what the dollar would do and about to rise. "Prices went every which way but lose as people tried to get their bearings right," said one salesman.

Concern about signals that the Bundesbank would raise the 4.5 per cent discount rate at its council meeting today depressed shares at the start, but then there was a rally in blue chips and raw material stocks and the market closed marginally better. Some people took comfort from news that the central bank would not hold a press conference after the meeting, although this does not preclude a rate rise.

With expectations of a discount rate rise now widespread, some market operators felt it would be preferable for the Bundesbank to end the agency quickly rather than prolong it until its next fortnightly meeting.

Reflecting the day's ups and downs, the FAZ shed 3.57 to 551.07 at mid-session but the DAX closed 7.02 higher at 1,203.68. Volume was a modest DM3.65m.

German share prices remained "wily wily" after hours when the US trade deficit came in at a higher than expected \$12.51bn for November and the dollar rose again after an initial setback.

Good performers included engineer Preussag, up DM9 at DM211, KHD, which rose DM11.80 to DM142, and Metallgesellschaft, up DM16 at DM387.50. Raw material producers are seen as benefiting from a rise in inflation.

Construction stock Holmann, subject of speculative buying based on its potentially lucrative Frankfurt property,

added DM14 to DM615. Daimler, which has been depressed by negative speculation about its earnings for 1988, lost DM2 to DM706 after recovering from below DM700.

PARIS moved up and down over the session, ending around the day's lows in unimpressive volume.

The CAC General index opened off 2 at 438.2, while the OMF 50 index was 2.31 lower at 453.28. Turnover was estimated at 45.2m FF2bn.

LVME fluctuated in a wide range over the session, closing off FF7.2 at FF7.800 after moving between FF3.715 and FF7.875. The market heard that the securities regulatory commission would not ask LVME chairman Mr Bernard Arnaud to launch a full bid for the company, but would launch an inquiry into possible insider trading on January 5. The stock was suspended three times that day because of its sharp upward movements and after the close the luxury

goods group forecast a 50 per cent rise in 1988 profits.

Sanol, reporting improved annual sales, saw 34,000 shares traded, rising FF6 to FF638. The Club Med, also active with 122,000 shares dealt, fell FF6 to FF544, having been as low as FF516, after saying its US subsidiary saw profits drop by

49 per cent last year.

MILAN came off on profit-taking after its 2.6 per cent gain earlier in the week, with foreign investors showing some nervousness about the US trade figures. The Comit index ended 2.47 easier at 613.43 but, the market was said to be firm, with differing estimates of volume after Tuesday's L800m.

Retailer Standa rose L750 to L1,610 after hours on its forecast that sales would double to L200m in 1989.

AMSTERDAM closed slightly lower after a day cautiously awaiting and then reacting only briefly to the US trade data. Worries about the dollar's strength and its impact on European interest rates proved an excuse for a breather after this month's record gains. The CBS index lost 0.1 to 160.4.

Royal Dutch rose 30 cents to Fl 121.90 after its two-for-one stock split. Property trust Rodamco, bidding for Hammer-

son of the UK, also put on 20 cents to Fl 158.50.

ZURICH investors chose to wait for the US trade data before acting, and share prices finished little changed, the trade news coming after the close. The Credit Suisse index eased 0.5 to 336.5.

Hoffmann-La Roche benefited from news, announced after the close on Tuesday, that 1988 profits should be well above the previous year. The chemical group's baby certificates rose Sfr100 to Sfr13.678.

MADRID saw healthy volumes again, estimated around \$100m, but shares eased on profit-taking after climbing for nine sessions. The general index gave up 0.36 to 283.57.

CAF, the railway equipment group was requested at 500 per cent of nominal market value after being suspended on Tuesday at 400 on speculation denied by Siemens, that the German company was interested in launching a takeover bid for CAF.

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We take a fresh view of each new assignment and aim to devise solutions that make a creative contribution to each client's business.

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For a copy of the Group's interim report for the six months to 31st October 1988, please write to the Company Secretary, Debenham Tewson & Chinnocks Holdings plc, Bancroft House, Palmersham Square, London EC4A 3ET.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY JANUARY 17 1989				MONDAY JANUARY 16 1989				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1988/89 High	1988/89 Low	Year ago (approx)
Australia (90)	146.16	-1.5	122.57	113.45	4.73	148.32	124.94	114.33	152.31	91.16	100.77
Austria (18)	93.09	+0.3	78.06	89.42	2.75	92.84	78.21	89.45	100.00	83.72	90.60
Belgium (63)	122.22	+0.1	111.72	127.80	3.58	132.74	127.97	129.05	127.97	99.14	103.10
Canada (126)	130.24	+0.0	109.22	112.94	3.23	130.23	109.70	113.02	131.24	107.81	107.81
Denmark (39)	126.63	+0.8	131.57	152.55	1.99	155.35	130.86	151.86	161.60	111.42	113.36
Finland (26)	156.65	+0.7	106.19	113.56	1.54	126.81	105.98	113.16	139.83	106.78	110.58
France (131)	115.27	-0.2	96.42	114.00	2.84	115.48	97.28	114.61	117.51	72.77	79.10
West Germany (102)	84.48	-1.4	70.85	81.26	2.32	83.66	72.16	82.74	90.40	67.78	70.73
Hong Kong (46)	119.87	+1.2	100.52	120.11	4.11	118.39	99.73	118.62	119.87	84.90	94.72
Ireland (18)	108.98	-0.4	108.12	125.95	4.00	127.12	107.14	124.25	104.60	111.86	111.86
Italy (98)	85.40	+1.0	71.61	86.25	2.33	84.54	71.21	85.87	96.38	69.74	74.33
Japan (456)	194.94	-0.1	163.47	157.36	0.48	195.04	144.30	158.06	133.61	140.89	140.89
Malaysia (26)	150.77	-0.1	126.43	158.49	2.61	150.28	127.18	158.80	154.17	107.83	118.68
Mexico (13)	100.20	-0.2	84.03	96.88	2.63	101.26	83.00	90.83	92.74	74.51	101.26
Netherlands (38)	112.00	-0.3	93.92	106.79	4.42	112.30	94.60	107.43	95.23	95.23	95.23
New Zealand (25)	69.76	+0.1	58.50	69.28	6.60	69.70	58.71	58.89	84.05	63.52	77.36
Norway (26)	154.20	+2.3	129.51	140.54	1.94	150.69	126.94	137.31	154.20	98.55	107.08
Sweden (26)	134.66	-0.1	112.92	120.64	2.21	134.74	113.50	120.92	135.89	97.99	105.29
South Africa (60)	119.24	-0.2	99.99	102.22	4.52	119.45	100.62	102.40	139.07	98.26	126.40
Spain (42)	124.97	-0.1	104.77	113.56	1.54	124.97	104.99	128.79	166.47	130.23	135.59
Switzerland (57)	145.01	+0.3	121.60	135.24	2.11	145.53	121.73	135.27	145.01	98.78	98.78
United Kingdom (314)	76.73	-0.8	64.51	75.17	2.26	77.52	65.30	76.15	86.75	74.13	78.52
USA (571)	157.69	+0.2	115.47	115.47	4.69	157.35	115.70	115.70	141.51	120.64	129.74
USA (571)	113.44	-0.2	96.81	113.44	3.62	113.67	97.44	113.67	115.67	99.19	101.84
Europe (1007)	114.69	+0.0	96.17	103.96	3.63	114.70	96.62	104.28	116.61	97.01	100.52
Nordic (126)	120.87	+0.7	117.98	128.19	1.99	130.62	117.63	127.72	127.72	93.60	93.60
Pacific Basin (679)	189.85	-0.1	159.20	153.90	0.69	189.99	160.04	160.04	192.26	130.81	137.52
Euro-Pacific (168)	159.74	-0.1	133.96	134.09	1.55	159.83	134.64	134.65	161.61	120.36	122.75
North America (697)	116.24	-0.2	97.47	113.32	3.59	116.45	98.10	115.54	121.95	99.78	102.37
Europe Ex. UK (653)	100.20	-0.2	84.03	96.88	4.43	100.42	84.99	97.45	102.91	80.27	82.42
Pacific Ex. Japan (223)	128.99	-0.4	108.17	110.28	3.45	129.56	109.19	110.32	130.38	97.51	96.89
World Ex. US (1885)	158.32	-0.1	132.76	133.20	1.62	158.41	133.44	133.74	160.10	120.26	122.41
World Ex. UK (2142)	142.27	-0.1	119.30	128.94	1.98	142.46	120.00	128.90	143.47	111.77	112.94
World Ex. SA (1296)	141.99	-0.1	117.17	127.17	1.92	142.13	117.72	127.84	143.23	113.20	117.52
World Ex. Japan (2200)	116.26	-0.1	97.51	111.22	3.65	116.43	98.08	111.51	116.76	100.80	101.76
The World Index (2456)	141.85	-0.1	118.98	127.20	2.22	141.98	119.60	127.64	142.98	113.37	114.43

Base values: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.62 (US \$ index), 114.42 (Pound Sterling) and 123.18 (Local). Copyright, The Financial Times Limited, Goldman, Sachs & Co., and County NatWest Securities Limited, 1987. Latest prices were unavailable for this edition.